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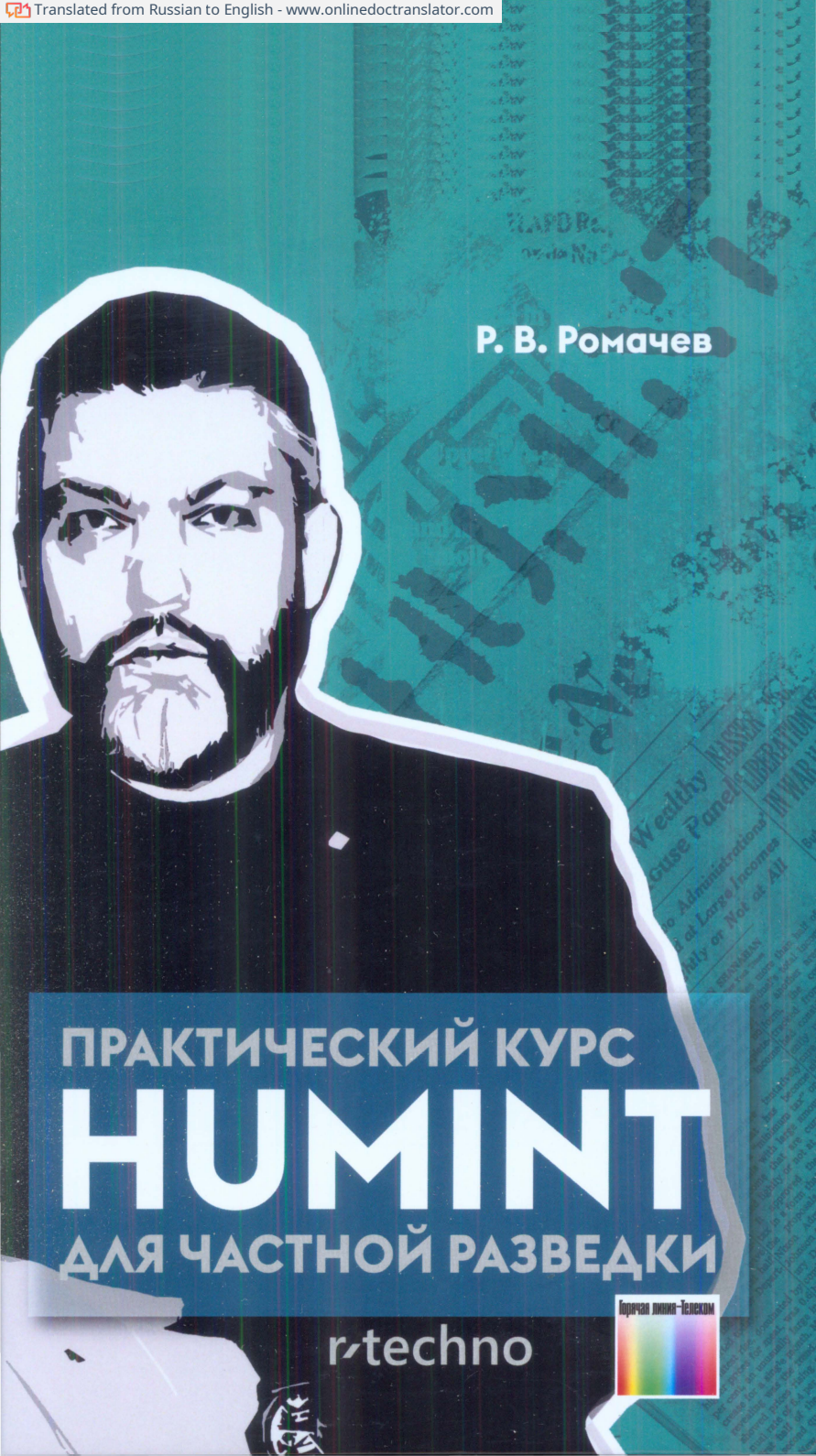

Р. В. Ромачев

ПРАКТИЧЕСКИЙ КУРС HUMINT ДЛЯ ЧАСТНОЙ РАЗВЕДКИ

r-techno

Горячая линия–Телеком

R. V. Romachev

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HUMINT
FOR PRIVATE INTELLIGENCE

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Romachev R.V.

R69 Practical course HUMINT for private intelligence. - M.: Goryachaya Liniya - Telecom, 2022. - 340 p.: ill.

ISBN 978-5-9912-0987-8.

The technologies of obtaining information in the private intelligence sector are considered. This is a unique work, which has no analogues in the world, which comprehensively covers the entire process - search for a source of information, lead, drawing up a psychological portrait, development of a first contact method, lie detection technologies, manipulation technologies in HUMINT, manipulation of information, recording of information, program solutions for HUMINT. The training course is accompanied by a huge number of examples, both from practice and from everyday life and popular films. The book is based on more than twenty years of the author's experience working in a private intelligence company.

The book will be of interest to specialists in the field of competitive intelligence, information security, law enforcement officers and special services, ethical hackers, risk managers, journalists and is intended for use as a teaching aid in the system of additional and corporate education in the relevant areas.

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To my family who motivates me
to new professional achievements,
Dedicated to

The author thanks the following for their help in creating the book:

Lindera Joseph Borisovich
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Simdyanova Igor Vyacheslavovich

Preface

Intelligence theory and history indicate that the sources of information of interest are:

- eyewitnesses, knowledgeable people who have access to and possess classified information, who transmit it orally during a conversation, at official or unofficial events, as well as in the form of documents, objects or samples;
- paper or electronic documents containing information of interest (both secret and public);
- communication systems, data processing, storage and information carriers;
- data obtained through observations, special technical measures, audio, video and photo recording, operational experiments and installations at the object of interest.

If we distribute these categories of sources by importance and value, we can confidently say that people will be in first place. This is due to the fact that all other categories contain a limited amount of information, often not directly related to the goal set before the intelligence officer. Audio, video and photo channels for receiving information can be heavily noisy in terms of information and technology; objects of interest to observation are hidden and camouflaged; the purpose of objects is unclear to a non-specialist.

A person, especially one with legal permanent or temporary access to classified information, can organize hidden, unnoticed by outsiders, repeated copying, collection and transmission of confidential information, clarification and verification of information previously obtained from other sources, link fragmentary information, supplement information, clarify details and eliminate contradictions and ambiguities. In addition, he is able to commit

information sabotage, destroy or distort information, introduce disinformation into information channels or networks. Acting on an intelligence assignment, a person can consciously or unconsciously ensure the search for and acquisition of new valuable and informed sources.

Military, political and economic intelligence, as well as industrial espionage, have used sources since their inception that are commonly referred to in modern professional slang as HUMINT.*(Human Intelligence),***that is, "agent intelligence", "intelligence by anyone"". In English and American explanatory dictionaries of military terminology, this name refers to secret (sensitive) information obtained from intelligence agents, spies, through penetration, or the operational activities of individual observers during special actions "on the ground". This term has approximately the same meaning abroad in relation to the activities of private military and intelligence companies.**

In Russian private intelligence practice, as well as in the work of private security services, they try not to use such terms as "agent-operational work" or "agent intelligence", "external surveillance", "recruitment or introduction of agents" in order to distinguish between the operational-search activities of special services (subjects of operational-search activities) legally enshrined in the state regulatory framework and the competitive intelligence of private companies.

In the case under consideration, the term "HUMINT" refers to a set of methods and technologies permitted by the ethics of competitive intelligence and not prohibited by law, used by private intelligence companies and security services of commercial structures to obtain the necessary information in order to increase their own security and competitiveness.

HUMINT methods and technologies, being an effective weapon of espionage, can also be used by criminal elements for criminal purposes, which must be remembered and taken into account when developing the activities of business counterintelligence and the anti-criminal and anti-terrorist policies of corporate security services to protect personnel and information.

The following phenomenon is interesting, which has manifested itself in the activities of special services of developed countries, such as, for example, US intelligence. Having enormous material resources and significant budgets allocated by governments for intelligence activities abroad, these structures have reduced their activities on recruiting agents, and are increasingly using "crowdsourcing" technologies, applying methods and means of collecting information from alternative sources, represented by electronic intelligence, through the analysis of social network data, etc. However, they have not completely abandoned the old techniques and methods of agent intelligence, using them at a new technological level.

If we talk about countries with lower budgetary capabilities, for them recruitment of agents remains in first place in intelligence and counterintelligence activities, including in the field of conducting information wars. The same can be said about corporate intelligence and security services of commercial structures. Here HUMINT, both legal and illegal, remains in first place.

Considering that the social engineering technologies used in HUMINT are a consequence of the development of operational and social psychology, marketing, as well as techniques taken from the practice of neuro-linguistic programming (NLP), in these areas there is a lot of practical advice in the literature that can be used in the activities of a private intelligence officer, however, there are practically no works where the description of these methods, techniques and technologies is brought together, provided with a description of cases and recommendations confirmed by practice.

The private intelligence company R-Techno has accumulated significant experience in the field of HUMINT. Its services are used by many serious clients in the country and abroad. The high professionalism of the company's employees is confirmed by the experience of repeated joint events.

The book by the head of the company "R-Techno" R.V. Romachev is not only a good textbook for students beginning to study the subject "Private Intelligence Activity", but also a manual for current private intelligence practitioners, managers and employees of corporate security services, private detectives, marketers, sales specialists and all

those who are interested in HUMINT and strive to improve their skills. In the preface to the first edition of the book, I would like to wish good luck to everyone involved in the complex and interesting business of private intelligence, success in studying the techniques, technologies and methods of HUMINT and their successful application for the development of the economic potential of our country.

Mitrofanov Alexander Alexandrovich,

veteran of the KGB foreign intelligence service of the USSR,

Independent Competitive Intelligence Expert

About the author

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- **FSB reserve officer, former employee of the Counterintelligence Department of the "R" Directorate**
- **Graduate of MBA, DBA - programs of RGIIS/MKTA in the direction of "Corporate Security"**
- **From 2003 to the present, he is the founder and head of the Russian private intelligence company R-Techno**
- **Since 2003 - founder and editor-in-chief of the electronic journal "Intelligence Technologies for Business"**
- **Member of the International Council of Investigators (CII)**
- **Author and teacher of a number of special disciplines on the topics of "Information wars and hybrid conflicts", "Management of intelligence operations in business", "OSINT & HUMINT", "Scientific and technical intelligence" in Russian universities**
- **Author of the books "Competitive Intelligence" (Moscow: Os-89, 2007), "Encyclopedia of Business Intelligence and Counterintelligence" (Moscow: Rus-Olimp, 2006), "History of US Private Intelligence" (Moscow: Goryachaya Liniya - Telecom, 2022)**
- **Author of special software developments in the field of OSINT and risk management**

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About the agency

business intelligence

r1techno "R-Techno"

Company mission:

- **provide partners with reliable and comprehensive information;**
- **create a holistic vision of the world, understanding the risks and opportunities for development.**

Main objectives of the activity:

- **promote the increase of capitalization of enterprises and successful operation of organizations;**
- **provide information support for management decisions;**
- **ensure business continuity of enterprises and the fulfillment of organizational objectives.**

"R-Techno" operates across the entire range of information and analytical support:

- **corporate intelligence and due diligence;**
- **financial investigations and asset search;**
- **compliance, risk management and control systems.**

"R-Techno" carries out projects:

- **on the formation of an intelligence unit in accordance with the tasks of an enterprise or organization;**
- **on information warfare and protection of the business reputation of shareholders, brand, conducting special information operations in the interests of customers;**
- **on the study of regional and geopolitical problems, global world trends in the sphere of economy, competition, as well as risks on assignments of state and municipal institutions, public organizations, departments and services. R-Techno specialists have professional-level competencies, use best practices and know-how in all areas of activity.**

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Introduction

All modern authoritative retired intelligence and counterintelligence officers unanimously assure that **80-90%** *all the necessitiesinformation you need can be gleaned from open sources, you just need to know where and how to look. About the remaining* **10-20%** *It is customary to say that they are obtained through intelligencethat is, directly through contacts and interactions between people.*

Thousands of books have been written and hundreds of films have been made about the activities of intelligence services, but when it comes to collecting information in the commercial sphere, not by employees of the special services, but by people who have rather limited legal grounds for doing so, it is practically impossible to find a qualified manual. Moreover, this problem is relevant not only for Russia, but also for the West, where market relations have existed for hundreds of years, in contrast to the three decades of Russian business history.

Representatives of commercial intelligence agencies understand that a person is one of the most important sources of information, but there is little information on how to work in this area within the legal framework. In the Internet space, where most experts are so-called "armchair specialists)), that is, without real practical experience, there are quite heated discussions on the topic of what is possible and what is not. Thus, the current situation with HUMINT technologies prompted the author to publish this manual.

Subjects private reconnaissance activities

This practical guide tells about technologies of obtaining information from persons possessing it, and concerns exclusively the private sector. Disclosure of some methods of operational-search activity can be regarded by the state as treason, therefore, over many years of work in the private intelligence industry, the author has accumulated vast experience and knowledge in the use of unprohibited technologies and methods of HUMINT.

To understand where and, most importantly, how the above developments can be used, it is necessary to define the subjects of private intelligence activities.

PRIVATE INTELLIGENCE COMPANIES

The scope of activity of private organizations is the provision of intelligence information about partners, competitors, employees, technologies, risks, opportunities, etc. These are the most professional players in the industry, capable of solving problems of any complexity. HUMINT is usually used in the form of a one-time collection of specific point information, for example, about a person, a company, etc. Complex, multi-step and lengthy HUMINT operations are very rare, since the customer is burdened by financial costs on the principle of "man-hours". Due to the large number of customers from different areas, the main tasks that have to be solved are of an operational and tactical nature. According to market participants, Russian business is not mature enough to solve strategic intelligence issues, which require, among other things, long-term HUMINT operations.

However, the history of private intelligence is replete with examples of how state intelligence systems have used private intelligence companies and tacitly endowed them with intelligence agency capabilities.

Task Force 157

In one interview, key TF-157 agent Ed Wilson, when asked, "Did your people know they were doing covert CIA operations?" replied, "No, they'll find out after a while and they'll be warned not to say too much."

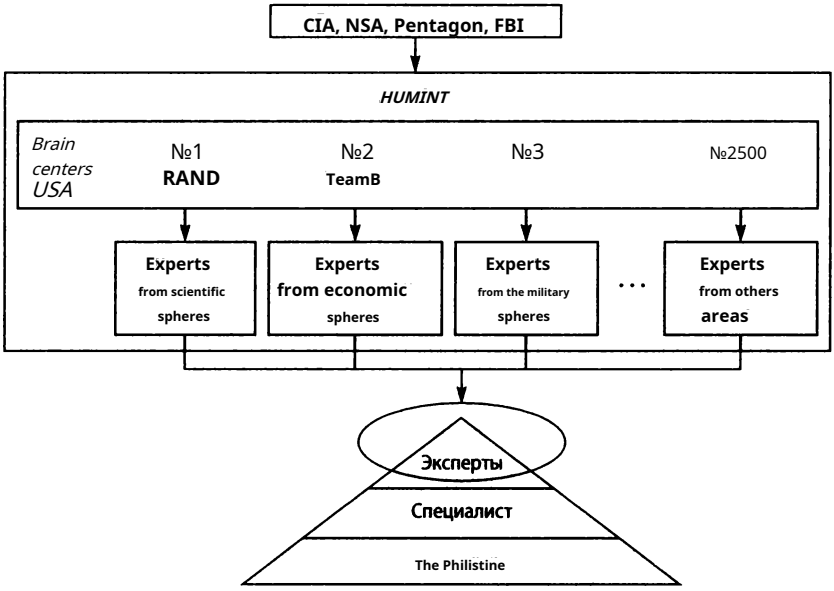
Former agent Elizabeth A. Crotty wrote in a letter to Judge McCarthy:

At the time I was with TF 157, I honestly thought I was a civil servant in the US Navy <...> at one point I was running a complex operation in West Berlin, had several names and was living a secret life...

Former TF 157 personnel said they were given classified employment contracts approved by Navy officials, signed non-disclosure agreements, received pay at rates identical to the civilian service scale, were supervised by Navy officers, received special U.S. passports, and lived in government quarters.

"Think tanks" ("think tanks")

The impossibility of recruiting absolutely everyone who possesses information valuable to the CIA prompted the agency to create so-called "think tanks", which are also called "think tanks". They are created under the guise of civil (non-governmental) research organizations, denying the participation of the state in their projects. And this is not surprising, because their main function is to collect and analyze information on key issues of geopolitics, military, economic and humanitarian spheres. The sources of information for such centers are the expert community in the area of interest to them in a certain region, that is, the "apex of the triangle" in the classification of information sources (see below).



HUMINT functions of the "brain centers" in the US intelligence system

Think tanks are intelligence service providers that specialize exclusively in strategic intelligence.

Finding the perfect contacts

The FBI and CIA's most wanted lists include some of the most dangerous criminal minds in history, from Osama bin Laden to El Chapo. But the intelligence agencies' interests go beyond capturing criminals who must be locked up for the sake of public safety. The intelligence services also maintain lists of the smartest people in the world - brilliant innovators who have become the best in their fields: physicists (as in Ryan's story), mathematicians, programmers, chemists, and hackers.

They are not criminals, but their knowledge is so valuable that their connection to the "bad guys" is absolutely unacceptable. Let's put it this way: the US wants to stake its claim to everything these people are working on.
Quote from the book by J. Hanson "Agent of Influence" **(M.: MYTH,2022. 240 p.)**

INTELLIGENCE DEPARTMENTS COMMERCIAL COMPANIES

The intelligence department is a structural unit of a commercial company of small, medium or large business, dealing with operational-tactical and strategic issues. The salary of employees, as a rule, is fixed and does not depend on the "man-hours" spent on solving the assigned task, in addition, the need to receive relevant and reliable information from industry players exists constantly, therefore complex and long-term HUMINT projects, including the creation of expert networks of informants (networking) are a fairly common phenomenon in this sector.

ADJACENT PLAYERS

Private detectives, media (online publications, bloggers, press, TV, radio and telegram channels), research and non-profit organizations, political parties, etc. are constantly in contact with people and receive information from them that is necessary to solve the assigned tasks. Like private intelligence organizations, they are mainly engaged in one-time HUMINT operations.

HUMI NT Theory

Technology is no substitute for "penetration"—inserting or recruiting human spies into foreign governments. The CIA missed India's nuclear tests in 1998 and misjudged Saddam Hussein's arsenal in 2003 because he didn't have spies in the right places.

Reuters news agency with reference on former officials and experts
(https://www.reuters.com/investigates/special-report/usa-cia-brennan/)

HUMINT[1] - ***these are methods and technologies for collecting intelligence information directly from people. Intelligence is the oldest profession, where a person has always been the key source of information. It was from a person - a recruited agent or an illegal - that intelligence drew information. And only with the rapid emergence of the printed press, telegraph, radio and television, and then the Internet, the concept of "open source intelligence", that is, OSINT (Open Source Intelligence) came into use in intelligence. Search Intelligence).***

The terms "HUMINT" and "OSINT" entered the professional sphere in the late 1940s in the United States, when the Central Intelligence Agency (CIA) began to form, and it became necessary for all employees who came from various intelligence agencies to bring their conceptual apparatus to a "common denominator". New terms began to be used in educational and methodological literature. The emergence of the North Atlantic Alliance (NATO) helped the Americans expand the geography of application of their standards. Thus, through retired intelligence officers, the concepts

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[1] **In the scientific field, these techniques are called *elicitation*. They are widely used in psychiatry, journalism, jurisprudence and intelligence agencies.**

"HUMINT" and "OSINT" smoothly flowed into the business environment, namely into the private intelligence industry, where they are actively used and applied to this day, successfully fitting into Western corporate culture, and then into Russian.

The methods and curriculum of Russian specialized universities that train employees of the SVR, FSB, and other special, military, and law enforcement services are significantly inferior to Western methods. This is primarily due to the fact that most of the educational and methodological materials were prepared back in the days of the USSR, when there was simply no private business. Even the materials that appeared after the collapse of the Union were prepared by specialists who had no experience in business, and therefore did not possess either theoretical concepts or practical skills in conducting HUMINT in the new economic environment - capitalism. Meanwhile, the knowledge and experience of HUMINT specialists from business can be successfully applied in specialized areas: national security, crime investigation, etc.

This book will mainly cover only those HUMINT methods and technologies that can be used by private entities. However, special services techniques and outright criminal technologies will also be discussed in the context of "how not to do it" so that readers clearly understand the boundary between legal and illegal methods.

Let us list the main basic pillars of HUMINT.

- *A legend allows you to hide the subject of intelligence interest and obtain information in such a way that the source thinks that he is doing a good deed by sharing the cherished data. It is used to use a source "in the dark". A legend is not always a lie and deception, no matter how strange it may sound for employees of the state intelligence system. Sometimes true information can be used as a legend. However, it is impossible to approach an employee of a competing organization and say: "Hello, I am Petr Ivanov, an employee of the Vasilek company, which is your direct competitor in the production of irons. Please tell us about your technological know-how in the field of household appliances." I think the answer is obvious.*

- **Motivation and manipulation allow you to stimulate the source in such a way that he himself is interested in transmitting relevant and reliable information.**

DIFFERENCES BETWEEN PUBLIC AND PRIVATE INTELLIGENCE SYSTEMS

If we leave aside the legal powers that special services and private ones have, the only thing that distinguishes their approach to collecting information is economics.

An employee of the CIA, SVR, Mossad can spend several months or even years to infiltrate an agent into the enemy's camp, and then work with him for years, obtaining information. With business, things are completely different: in business, "time is money." The tasks that intelligence solves in the business sphere are not comparable to those of the state, but nevertheless, the "time is money" approach forces specialists in the field of corporate intelligence to apply creative and innovative methods and technologies that will give them an answer to the question posed "here and now," and not in a year or two.

If we consider intelligence as a business, then the customer must clearly understand the deadlines for completing the assigned tasks, since the price is formed from the time of processing requests, i.e. "man-hours" directly affect both the technologies used in private intelligence and the final cost of the project. In the state system, the concept of "man-hours" is absent, and, therefore, the operative does not use ingenuity and creativity, which are often simply prohibited, since "the only thing worse than a fool is a fool with initiative." All this greatly affects the methods and technologies that are used in these different systems.

However, there is a third party that can use both of these approaches to achieve their goal - these are criminal structures. Criminals can spend several years to implant an agent, if the final score is worth it, and use all the "black technologies" that private agencies cannot use. These are "outlaws" who are ready to do anything to achieve their goal. Criminal technology\1

A separate chapter will be devoted to this so that the reader has the opportunity to become familiar with such technologies, identify them in time, stop them and not let themselves be deceived.

DIFFERENCES BETWEEN H UM I NT AND OS INT

All experts unanimously say that at the current moment in time, all intelligence agencies in the world, state or private, draw on the order80-90% of information from open sources. Let's consider what OS INT is in practice.

Example 1

Some event happened

Today, one of the industry leaders, the company "Romashka", which is our competitor, signed a major contract that will provide it with work for the next few years and will allow it to significantly break away from other companies in the industry.

Media

The editorial board of a business newspaper receives a press release from a company, and the editor-in-chief instructs the journalist to work on the material and prepare it by the evening, so that the news would go to print in the morning. The journalist calls the employees of the Romashka company, interviews them, prepares an article, and sends it to the editors, where for some unknown reason it is delayed and only goes to print the next day or the day after tomorrow.

Publication on the media website

In order to sell the printed version of the publication, they hold back its electronic version, and publish the news only in the evening, that is, after 12 hours. The intelligence division of our company works only with open sources, and uses a monitoring system that allows you to track all the news on key objects. Since with the printed press

no one works in the company, then this news enters the monitoring system only 2.5 days after the event itself, and then in the evening, that is, employees will actually notice it only in the morning - on the third day.

Thus, the final time delay from the beginning of the event is three days.

Example 2

Some event happened

An employee of the Romashka company came to the accounting department to collect his salary, but they didn't give him any money, saying: "There's no money, but hang in there." The employee came the next day, the result was the same. On the third day – the same thing. On the fourth day, the situation hadn't changed. The employee decided to post on his social media account: "There are problems at work, they're not paying wages, what should I do? How should I live on?" A couple of hours later, our monitoring system informed us that our competitor was having problems with the wage fund.

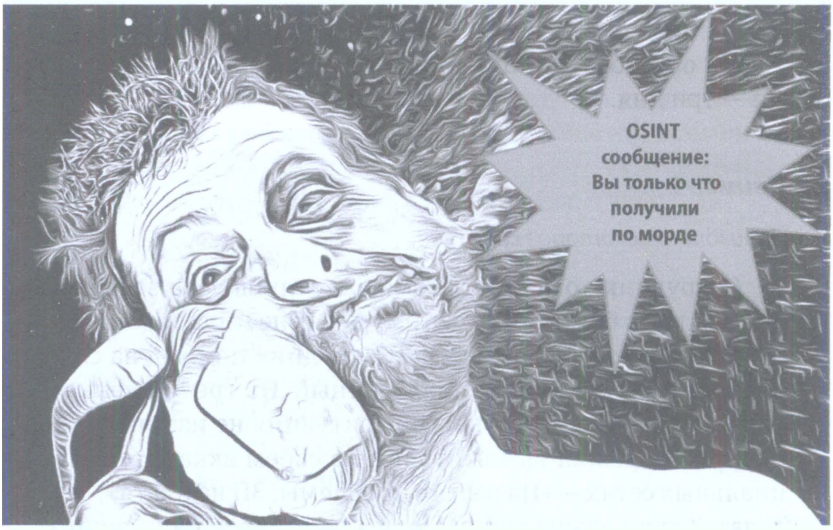
The total time delay of information about problems from the start of the event is more than four days.

Thus, OSINT always produces information with a much more significant time lag than HUMINT. That is why retired special and law enforcement officers call HUMINT "operational work" not only because they operate within the framework of the law on operational investigative activities, but to a greater extent because the information they obtain, including insufficiently complete and verified information, is "operational", that is, current.
("fresh").

The HUMINT objective in example #1 is to report that competitors they are planning to sign such a significant contract soon, and in example No. 2 - that the company "Romashka" has encountered financial difficulties, that is, in both cases, to warn about the upcoming or upcoming event.

Visual representation of the difference between HUMINT and OSI NT

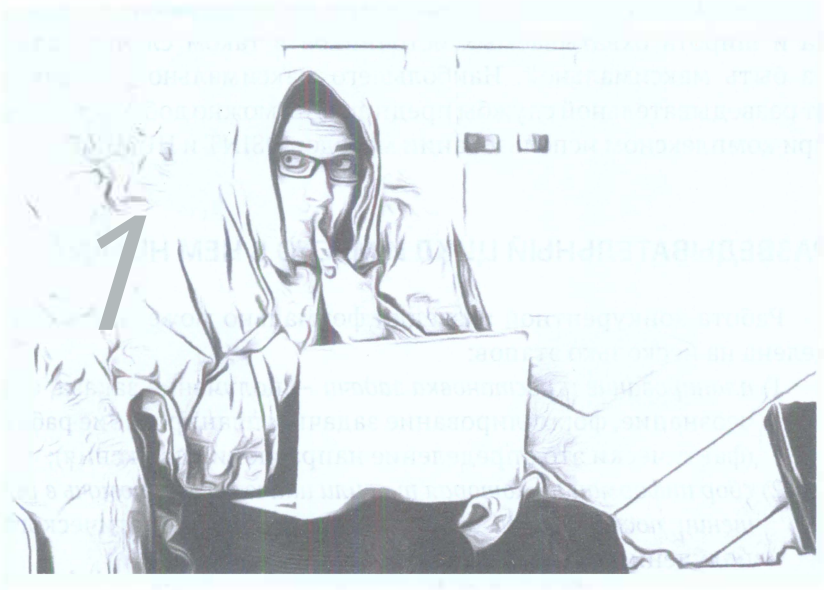
Example 1



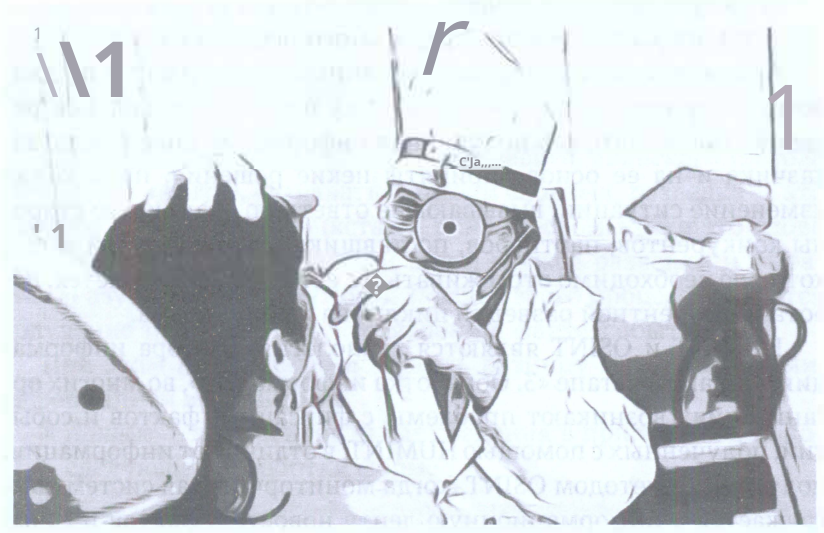
After the event has occurred,
it's too late to take action

This message will allow you to "build a block"
to reflect the blow

Example 2



OSINT is to search for symptoms of a disease on the Internet,
set yourself a range, and then with the help of the world wide web
prescribe a course of treatment for yourself



HUMINT is the receipt of information from a competent person:
see a doctor to get a diagnosis and prescribe
course of treatment

Can OSINT provide such a forecast? YES, IT CAN! But this will require the analyst to have maximum knowledge and qualifications, and the breadth of sources covered in this case should be maximum. The greatest maximum effect from the intelligence service of an enterprise can be achieved only with the integrated use of OSINT and HUMINT methods!

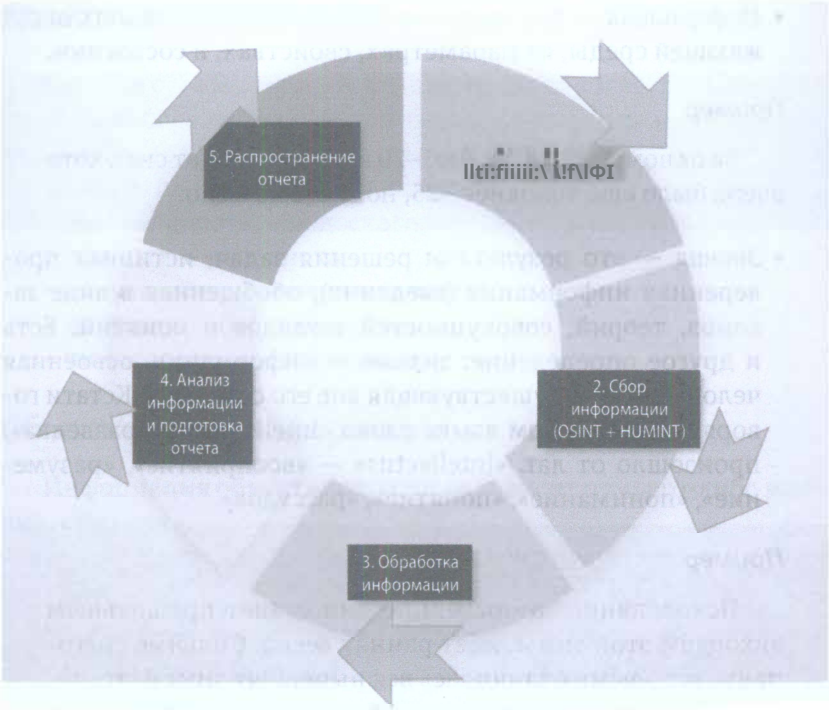
THE INTELLIGENCE CYCLE AND THE PLACE OF HUMINT IN IT

The work of competitive intelligence can formally be divided into several stages:

1) *planning and setting the task - receiving an order, understanding it, formulating the task and planning the work (in fact, this is determining the direction of movement);*
2) *collection of information that can help in one way or another in the resolutionsolving a given problem is a process of systematic obtaining intelligence data;*
3) *processing of collected information - recording of received data, their evaluation, structuring, archiving;*
4) *information analysis and report preparation;*
5) *distribution of the report - presentation of the results of the work, their distribution among interested parties. The analytical material collected in the course of work according to this algorithm allows the customer to make the right decision. After the information received is communicated to the customer and certain decisions are made on its basis, the situation changes, causing a response from competitors, partners, suppliers, consumers, etc., which must be monitored. That is, the cycle is repeated. The work of competitive intelligence is cyclical and continuous.*

HUMINT and OSINT are information collection technologies. However, at stage "3. Information processing", many organizations have problems with recording facts and events obtained using HUMINT, in contrast to information obtained using the OSINT method, when the monitoring system is uploaded to the news feed, facts and events in the form of a formed database.

The issues of accumulation of HUMINT information will be considered in the following chapters.



Intelligence cycle

HUMAN - SOURCE OF INFORMATION

The word "intelligence" comes from the Old Slavic verb "vedat" - "to know", "to recognize", in other words, intelligence is the process of "recognizing" (by the way, in the Bulgarian language this word has retained its original form and the intelligence service is called "Razuznavatelna sluzhba" [Recognizing Service]). The goal of this process is to obtain knowledge about an object, phenomenon, fact, event.

It is important to understand the difference between data, information and knowledge.

- ***Data*- recorded information in a form suitable for subsequent processing**

Example

The temperature outside is -20 degrees, it's snowing.

- *Information* - this is information about objects and phenomena of the environment, their parameters, properties, and state.

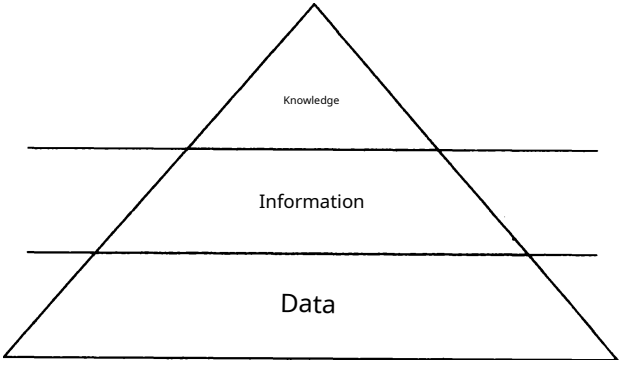
Example

It's very cold outside, -20 degrees and it's snowing, although yesterday it was even colder, -25, but there was no snow.

- *Knowledge* - these are the results of solving problems, true verified information (data), generalized in the form of laws, theories, sets of views and concepts. There is another definition: knowledge is information mastered by a person and does not exist outside his consciousness. By the way, in English the word "intelligence" ("intelligence") comes from the Latin "intellectus" - "perception", "understanding", "concept", "reason".

Example

The recent cold snap will be the farewell chord of this winter, early spring is coming. Heavy snowfalls, which have distinguished the entire current winter, will have a positive effect on winter crops, and abundant snowmelt will give a rapid boost to their sprouts. Thus, already at the beginning of summer we will have a good harvest, which will affect the balance of prices in the industry. It is possible that Russia will become a leader in the grain export market, receiving an additional influx of currency into the economy.



Data - information - knowledge

PROPERTIES OF INFORMATION

When working with information, the analyst must have an understanding of the basic properties of information: its qualitative characteristics, features. These properties are closely interconnected:

- *objectivity - subjectivity;*
- *reliability - unreliability;*
- *completeness - incompleteness;*
- *relevance - irrelevance;*
- *value - uselessness;*
- *understandability - incomprehensibility.*

Objectivity of information

Information is objective if it does not depend on someone's opinion or judgment.

Example

The message: "It's warm outside" carries subjective information, while the message: "It's 22°C outside" carries objective information (if the thermometer is working properly).

Objective information can be obtained with the help of working sensors and measuring devices. But, when refracted in the consciousness of a specific person, the information ceases to be objective and becomes subjective, since it is transformed depending on the opinion, judgment, experience, knowledge of a specific subject. Try to give examples of objective information.

Reliability of information

Information is reliable if it reflects the true state of affairs.

Example

During a conversation on the phone, noise interferes with hearing the other person, making it impossible to clearly hear his words. In this case, the information will be unreliable.

Objective information is always reliable, but reliable information can be both objective and subjective.

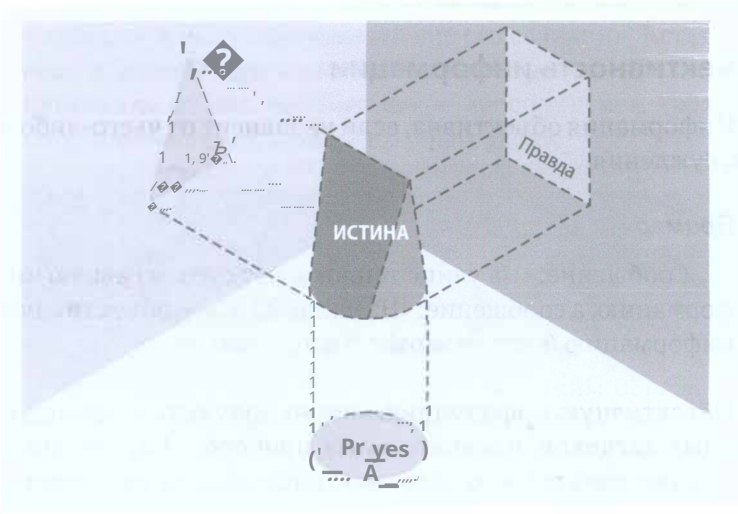
Reliable information helps us make the right decision.

Information may be unreliable for the following reasons: ranks:

• deliberate distortion (disinformation);

• distortion due to interference ("broken telephone");

• unintentional distortion (rumors, fishing stories).



Internet meme

Example

Implementation of the assessment of the source itself and its reliability in one of the companies

Source rating:

1) absolutely reliable;
2) usually reliable;
3) ENOUGH reliable;
4) not always reliable;
5) unreliable;
6) reliable;
7) reliability cannot be assessed.

Content Rating:

1) confirmed by other means;
2) probably true;
3) possibly corresponds to reality;
4) dubious;
5) incredible;
6) reliability cannot be determined.

Try to give examples of reliable information.

The angle of view changes the picture of the event.
Internet meme

Completeness of information

Information can be called complete if it is sufficient to understand the situation and make a decision. For example, a historian's dream is to have complete information about past eras. But historical information is never complete, and its completeness decreases with the distance of the historical era. Even events that happened before our eyes are not fully documented, much is forgotten, and memories are distorted. Incomplete information can lead to an erroneous conclusion or decision.

Relevance (timeliness) of information

Relevance (timeliness) of information is its importance, its significance for the present time.

Example

The message: "It's raining outside now" is relevant for a person who is going to go outside and is not relevant for a person who is going to stay at home.

Only information received in time can be useful, for example, warning about an earthquake, hurricane, or other natural disasters.

Information can be outdated for two reasons: either it is outdated (last year's newspaper), or it is insignificant and unnecessary (for example, for a person who is not planning to go to Italy, a message that prices there have been reduced by 5%).

Usefulness or uselessness of information

Since there is no boundary between these concepts, we should talk about the degree of usefulness in relation to the needs of specific people. The usefulness of information is assessed by the tasks that we can solve with its help.

Example

The message: “There will be a math test tomorrow” is useful for the student - he can prepare, and is useless to him if he has a fever and will not go to school.

The most valuable information for us is sufficiently useful, complete, objective, reliable. At the same time, a small percentage of useless information helps to rest on non-informative sections of the text. And the most complete, most reliable information cannot be new.

Based on the fact that, on the one hand, the measure of information is its ability to help a person in making decisions (achieving a goal), and on the other hand, everything in this world is interconnected (even if indirectly or "through the tenth knee"), it can be argued that any information is useful to one degree or another. And here it is very important not to overdo it - otherwise you can simply "drown >> in information noise.

Clarity of information

Information is understandable if it is expressed in a language accessible to the recipient.

Example

Musical notation carries understandable information for a music school student. But for a student unfamiliar with musical notation, this information will be useless.

Peculiarities of human perception of information

It is also necessary to pay attention to some peculiarities of human perception of information. They follow from the laws that were considered earlier.

1. *Selectivity.* A person sees only what he is able to understand, what he has encountered before, what is his experience.

The mind rejects the incomprehensible. That is why there are so few people capable of making fundamental scientific discoveries - an ordinary person cannot step over the line, see something new, something that no one has seen before. In the case of texts, he reacts to familiar words, names, expressions, relying on past experience, without understanding the general context. In other words, at the first stage of study, information is perceived by external signs without understanding the content.

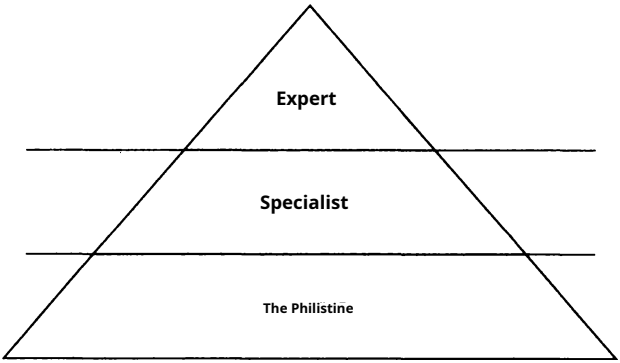
2. ***Attitude to specific information.*** **A person sees what he wants to see. In other words, people are more open to information they are tuned to. Knowing what a person wants to see, it is easier to deceive him by presenting exactly the information he expects, while introducing a little useful information for yourself. But the data transmitted for the purpose of deception must not only be desirable for the object of influence, but also believable enough.**
3. ***Authority*** **- the importance of the opinions of people who deserve the trust of the recipient of information. Each person determines for himself a circle of authoritative persons whose opinions are accepted with the least criticality, and therefore the information received from such people is perceived as most consistent with reality.**

4. ***The apparent secrecy of receipt.*** **It is no secret that overheard information seems more reliable. Using this effect, one can create a situation of "accidental" overhearing of some "important information" by the object.**
And then no force will convince him of its unreliability.

QUALIFICATION LEVEL

AND OWNERSHIP OF INFORMATION

When working with a person as a HUMINT source of information, it is always worth understanding the level of qualification and competence of the interlocutor, that is, his immersion in the essence of the research process.



NUMINT-sources of information

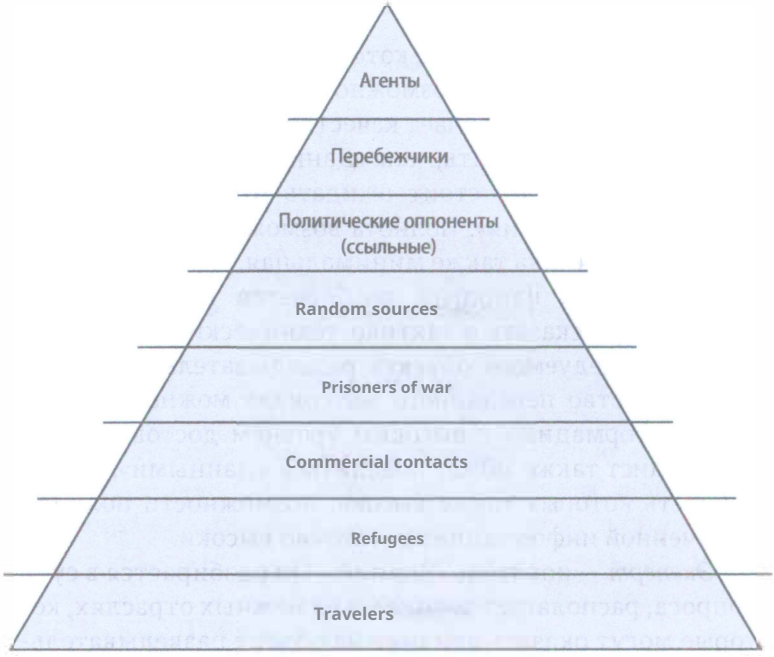
Example

The Philistine **- a source that doesn't really know anything understands the essence of the issue, perhaps heard something, or saw something somewhere. At best, the quality of the material transmitted by him can be assessed as "Data" with dubious reliability. You should not expect from the average person that he will transmit "Knowledge". The completeness of possible information from such a source is also minimal.**

Specialist, **on the contrary, he understands the essence of the issuecan tell about the tactical and technical characteristics of the investigated object of intelligence interest. The quality of the transferred material can be assessed as "Information" with a high level of reliability. The specialist can also share "Data", the reliability of which is also high. The possibilities of completeness of the information received are quite high.**

Expert **- the bearer of "Knowledge". He understands the essence question, has knowledge in related fields that can influence the object of intelligence interest, is able to share both "Knowledge" and "Information" and "Data". The level of reliability is maximum. He can provide the maximum amount and completeness of information on the key question.**

Internet meme



Classification of HUMINT sources according to the NATO system

It is worth remembering that experts are people who have the most developed cognitive functions of the brain, therefore, manipulative technologies for finding out information in this

In this case, they may prove useless; moreover, there is a high probability that the interlocutor will "see through" the manipulator and, as a result, will close himself off from further contact.

Example

The enterprise is a research and production center that produces a complex technological product - a synchrophase generator.

Task:*classify sources of information for the purpose of conducting scientific and technical intelligence: secretary, engineer, production manager.*

The secretary is a person who does not understand the essence of the manufactured product, he does not know its performance characteristics, the features of the production process, know-how, etc. His level is "Ordinary person".

An engineer is a person who is dedicated to the technological process, is familiar with the know-how, knows the specifics of production, but does not know the technical and economic justification of all business processes related to the supply of components, his level is "Specialist".

Head of Production - the maximum level of immersion in the production of products, he knows everything about the product, all the technological and economic features, interaction with suppliers of components, the entire market, all the know-how. His level is "Expert".

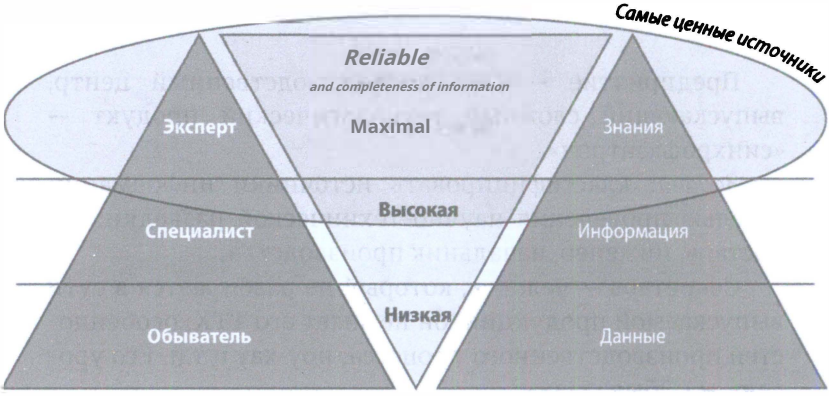
Question:*Which of them represents intelligence? interest?*

Answer:*All !*

Why?

Each source of information is very important and can significantly facilitate the work and improve the quality of analytical material: a secretary, by sharing data about an engineer or production manager, will help find an intelligence entry point and build the right dialogue with these sources; an engineer, by providing information that will allow one to determine the reliability of the information provided by the production manager, will help to understand, if the information is inconsistent, that someone is "feeding" intelligence with disinformation.

There are no unnecessary sources of information in intelligence. But it is worth clearly understanding the level of "immersion in the topic" of this or that interlocutor.



Maximum levels of completeness and reliability of information depending on sources

This is precisely why sources from among diplomats are so interesting in the state intelligence system, since they are aware of the direction in which foreign policy will develop, directly influence the decision-making process and are "Experts" in the triangle of sources.

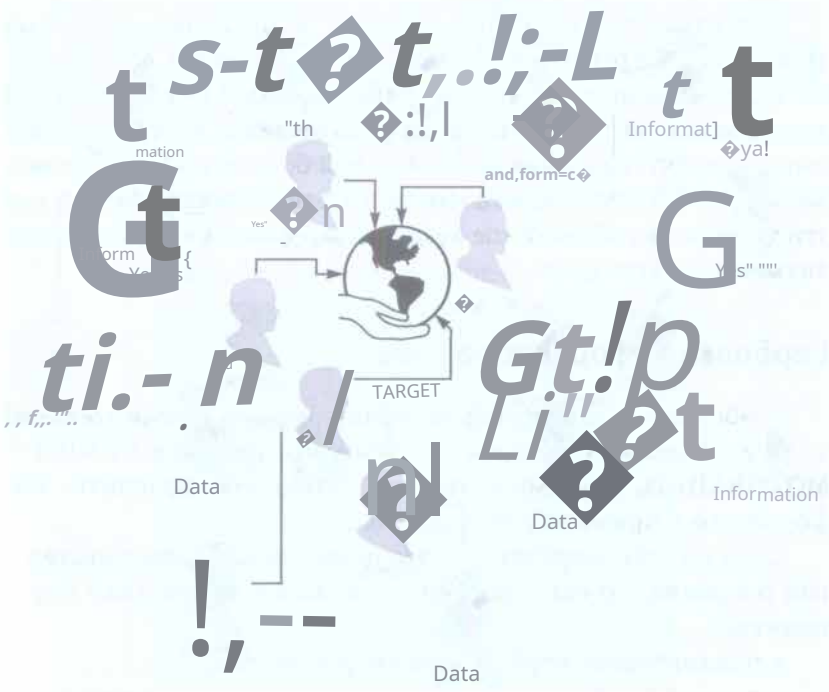
SELECTION OF CANDIDATES AS SOURCES

For maximum completeness and reliability, private intelligence must cover the maximum number of information sources. This will significantly improve the quality of the final material.

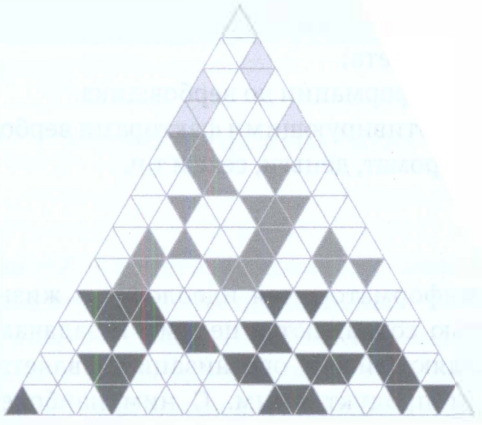
Before starting a project, you need to ask yourself the following questions:

- **Who may have this information?**
- **what is his level of awareness in the issue under study?**
- **how to access the source?**

In this way, a network of information sources is formed, which can expand during the work, since more and more new information, for example, obtained during OSINT, provides new leads to information sources.



HUMINT - typical scheme of spying



Result of the HUMINT operation:

the obtained data are marked in black,
dark gray - information received, light gray - knowledge received

N UMI NT-TECHNOLOGIES OF SPECIAL SERVICES

The activities of special services and law enforcement agencies are strictly regulated, but, nevertheless, they have much greater rights and opportunities than private organizations. This is not surprising, because the issues they resolve are in the sphere of national security, defense, protection of the constitutional order and law and order. Meanwhile, these technologies are basically the same everywhere and can be divided into two categories.

Recruitment of an informant

Recruitment is a "voluntary forced" attraction to cooperation. It is based on the basic principle of HUMINT - MOTIVATION. It is motivation that allows you to "hook" the informant and attract him to cooperation.

“Recruitment” itself is a full-fledged intelligence operation, that is, a full intelligence cycle of activities:

- planning a recruitment event;
- search for a source of information, collecting information about it: strengths and weaknesses, psychological portrait, compromising evidence, etc.;
- information processing;
- report preparation;
- disseminating information to the recruiter.

The main motivating factors for recruitment are ideology, compromising information, money, sex, etc.

Ideology

An ideological informant, whose ideology and life principles fully coincide with the goals and objectives of the recruiter and the organization representing him, is the most responsible and productive. It is most comfortable to work with him, the information he provides is the most reliable. He is proactive, capable of self-sacrifice.

Compromising evidence

Recruiting an informant using compromising materials, for example, the fact of treason, homosexual relations, betrayal, bribery, etc. Works for quite a long time, as long as the “hook” remains. As a rule, lacks initiative.

Advertising on Yandex pages

Money

The simplest and most understandable motivator of an informant is based on the capitalist principle of "money-commodity", in the role of a commodity, naturally, information. An informant is easy to attract as needed and budget available.

By the way, in 2002, American researchers Herbig and Wiskoff studied 84 cases of espionage and found that 56% of those convicted believed that money was their only motivation.

Sex

The former head of GDR intelligence, Markus Wolf, justifies himself in Vasily Pichul's film "Stasi. Betrayed and Forgotten":

I am sometimes credited with inventing methods of recruiting interesting women through men. From a moral point of view, this can be condemned. Abusing feelings to achieve a goal. But force or blackmail were never used.

There are also other motivators that force a person to be a provider of information, including career advancement, drugs, rare and expensive medicines, help for loved ones, etc. All of these are considered by the recruiter when developing a program to attract an agent.

Rapid implementation

Agent infiltration is a method of agent penetration into a hostile or criminal environment in order to obtain intelligence information.

Operational implementation is based on the basic principle of HUMINT - LEGEND, which allows an employee of special services or law enforcement agencies to gain the trust of the criminal environment, a real or potential enemy (illegal intelligence) for the purpose of intelligence gathering.

Interrogation

The purpose of interrogation is to obtain information from a person that falls under the definition of the subject of proof. Interrogation can only be carried out in accordance with current legislation within the framework of tax, criminal and civil (arbitration) proceedings.

Here's what Luftwaffe interrogator Hans Scharff said about the methods of interrogating captured pilots[2] .

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2 https://psmag.com/social-justice/nazi-interrogator-revealed-value-kindness-84747; https://www.warhistoryonline.com/world-war-ii/hanns-scharff-master-interrogator.html; https://pikabu.ru/story/doznavatel_lyuftvaffe_khans_sharff_i_ego_metodyi_doprosa_plennyikh_soyuznikov_6565231

One German interrogator was able to extract vital information from more than 90% of the captured pilots. And he did it using very unconventional methods, namely goodwill.

The pilots, having arrived at the transit camp for prisoners in Oberur See, expected to be tortured during interrogation, but contrary to expectations, they received warm hospitality, sympathy and even friendship. The captured pilots became so close to the interrogator Scharff that they eventually gave him all the information about their planes, weapons and air combat tactics.

To make the prisoners feel more and more comfortable, he organized day trips to the zoo, local attractions, and even planned excursions, hikes, and picnics. Scharff experimented all the time to get more information about Allied technology, tactics, and strategy from the captured pilots. The prisoners even left notes in a guest book before being sent to other camps.

He soon realized that gentle treatment of prisoners of war yielded far more information than a formulaic approach that relied heavily on fear, deprivation and intimidation.

*Another tactic of Scharff's was to examine prisoners' personal belongings and use the information obtained.**U**The prisoners were given the impression that the Nazis had detailed dossiers on every Allied pilot and believed that the Germans knew everything about them.*

Scharff noted that it is permissible to manipulate the fears of a prisoner of war, but direct questions should be avoided.

Thanks to his methods, Scharff made a successful career in the concentration camp, received the title of "interrogation master" and was assigned to work with the most important and high-ranking prisoners.

Scharff's system was subject to numerous critical attacks. A number of psychologists believed that its success was due to the personal charm of the investigator. After the end of the war, Scharff moved to the United States, where he improved his method and spread it throughout the American justice system.

Joint interrogation

A dialogue technique also known as "good cop/bad cop" or "good cop/bad cop." The technique involves at least three people:

negotiating subject, "good cop" and "bad cop". The police need information that the subject has but does not want to disclose, or they need to persuade him to cooperate, which he does not want to do. The method is used in interrogation and negotiations. It has been shown many times in cinema and detective literature, becoming a cliché.

The "bad cop" takes a confrontational, aggressive stance toward the subject, makes outrageous accusations, threatens, humiliates him, and expresses antipathy in every possible way. The "good cop" behaves in the opposite way, showing sympathy, understanding, and a willingness to support. He condemns the "bad cop" and protects the subject from him. At the same time, the subject should develop trust in the "good cop" as his savior from psychological violence on the part of the "bad cop." After achieving this effect, the subject much more easily tells the "good cop" what he previously wanted to hide.

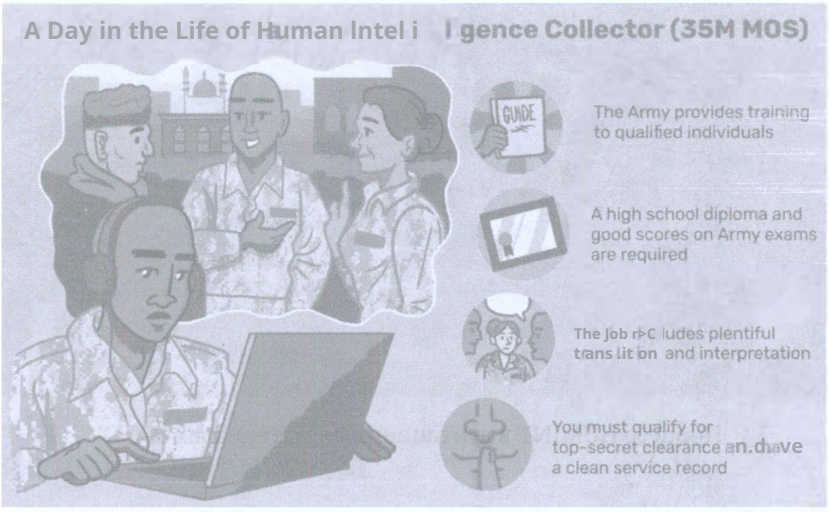
During negotiations, the "bad" one takes an unyielding position, makes ultimatums, and demands excessive concessions. The "good" one speaks conciliatory, behaves in a friendly manner, and shows readiness for dialogue. In this case, the subject has a natural desire to communicate with the "good" one and a disposition towards him. When the "good" one makes his business proposal, in contrast to the demands of the "bad" one, it looks quite acceptable. As a result, the subject agrees to conditions that he might not have agreed to in a calm environment.

HUMI NT process according to US Army regulations

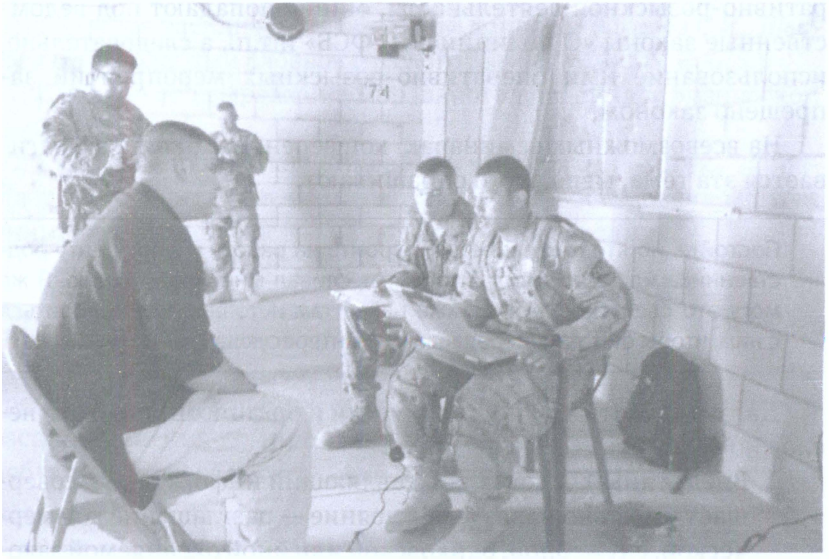
HUMINT involves five general steps:

1) *planning and preparation: creating conditions for data collection, taking into account operational plans and addressing issues related to source type and location - for example, geographic conditions and cultural customs;*
2) *approach: gain the cooperation and trust of the source and ensure its safety and viability;*
3) *interrogation: obtaining information by following a careful interrogation plan that covers only the most important topics;*

4)***Termination:****ensuring error-free work with sources in preparation for other operations;*
5)***reporting:****systematization and collection of information for commanders and officials.*


A Day in the Life of Human Intel i gence Collector (35M MOS)
GUIDE
The Army provides training to qualified individuals
A high school diploma and good scores on Army exams are required
The job r C ludes plentiful trans lit on and interpretation
You must qualify for top-secret clearance an.dave a clean service record

HUMINT in NATO's recruitment materials



The HUMINT process in NATO propaganda materials

The HUMINT process in NATO propaganda materials

Secret Service Technologies in the Private Sector

Private individuals and organizations are not subjects of operational-search activities, they do not fall under departmental laws "On the Police", "On the FSB", etc., and therefore, their use of operational-search activities is prohibited by law!

At all kinds of seminars and conferences, when this topic is raised, I am often asked:

Wait, but who's going to stop me from hiring a relative or friend of a competitor to leak information to me? I can do that, right? I can also find a source there and negotiate with him to also pass on the information I need.

Yes, it can be done, technically and organizationally it is not difficult to implement. But remember:

1. **The embedded person who supplies the information commits a criminal act - disclosure of a commercial, official, banking or other secret protected by law. He deliberately commits a crime that**

Translated from Russian to English - www.onlinedoctranslator.com

is committed by at least two persons, therefore, these are already actions committed by prior conspiracy. And God forbid, if employees of the company of interest have access to state secrets, in such a case the participants in the scheme may fall under the article of the Criminal Code for espionage and treason.

2. If an agreement on the transfer of information is concluded with a current employee of the company through "material incentives", then in addition to the disclosure of a commercial secret, commercial bribery also takes place.

Thus, when working in the private sector, it is worth forgetting about the methods and technologies of special services.

However, there is one type of HUMINT operations that can be used quite legally in business - the introduction of an agent. This will be discussed in the section "Legal Agents".

NUMI NT-TECHNOLOGIES IN A CRIMINAL ENVIRONMENT

Torture (torture)

The dictionary of the Russian language by S. Ozhegov defines torture as "physical violence, torment during interrogation"*(Ozhegov S.I., ShveDova N.Yu.*Explanatory dictionary of the Russian language. M.,2005. P. 635.).

Torture is an expression of moral pressure in physical form.[3]

Article 3 of the European Convention on Human Rights prohibits torture and any other form of inhuman or degrading treatment or punishment.

Blackmail (extortion)

Blackmail (one of the types of extortion) is the presentation of demands for obtaining specified information under the threat of dissemination of compromising information and the occurrence of unfavorable consequences for the person possessing it or his relatives.

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3 https://evdokimov. livejournal.com/ 1 1 3608.html

Internet meme

Example

- How long have you been working for Equicrom?

- Enough.

- How many?

- 2 1 day.

- For 3 whole weeks? Every day?

- And I have been working at Burkett and Randle for 14 months now.

I am the deputy director of counterintelligence. I am aware of their affairs. Let's dot the i's and cross the t's. I am the key figure, and you are an errand boy. You will get nothing from me. And tell Duke that I do not wish to see you again.

- Working with agents is my bread and butter. I just give in to some plucked flowers, and hung others upside down out of the window. Perhaps you are so used to lifting your legs that you do not yet realize, but you are already in the air, my dear.

- You have 10 seconds to take your hands off me.

- Or else you won't be friends with me? I love this robot. The money is good. The work is enjoyable. So I'm not leaving, and if you tell me you don't want to work with me, or that we've met, or someone else does this job better and I get fired for no apparent reason, I'll call those idiots at Burkett and Randle and tell them that they have an Equicrom spy in their secret service. It's a shame to let 14 months go to waste? So you have my package?

- Tell Duke, this is what he's waiting for.

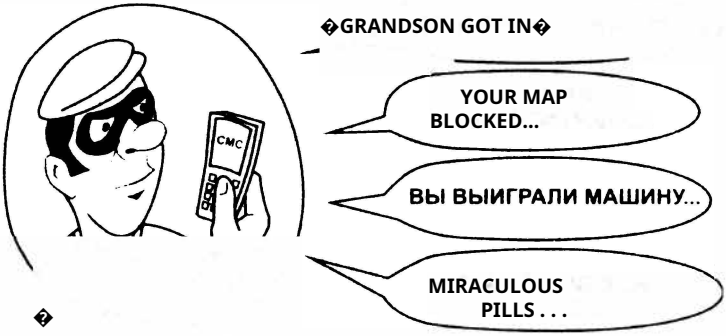
From the film "Nothing Personal" (directed by T. Gilroy, 2009)

Social engineering

Social engineering technologies have long been actively used in the field of computer crimes, first in the form of phishing - to steal credit card data. But in the 2000s, rr. scammers mastered the telephone. Many remember how in those years they called "relatives>) who got into an accident and urgently needed money. And since the 2010s, rr. scammers have actively taken up the legend of "bank security services>) etc. With the advent of artificial intelligence, deep fake technologies, all these scams will only develop and modify.

Everything that is not prohibited by law is permitted - this is the principle that guides business when conducting HUMINT operations. Yes, some companies have ethical codes, Western business is especially proud of this, but when coming to Russia and hiring Russian citizens, many ethical standards fade into the background. Competition in the country is still "wild" in nature, and business traditions have not yet formed over 30 years of life in a market economy, so entrepreneurial activity in the Russian Federation and in all countries of the former USSR is not endowed with ethical concepts and standards. Business literally has to survive every day as if in a military arena, and "in war as in war").

BE CAREFUL!
PHONE SCAMMERS ARE AT WORK!

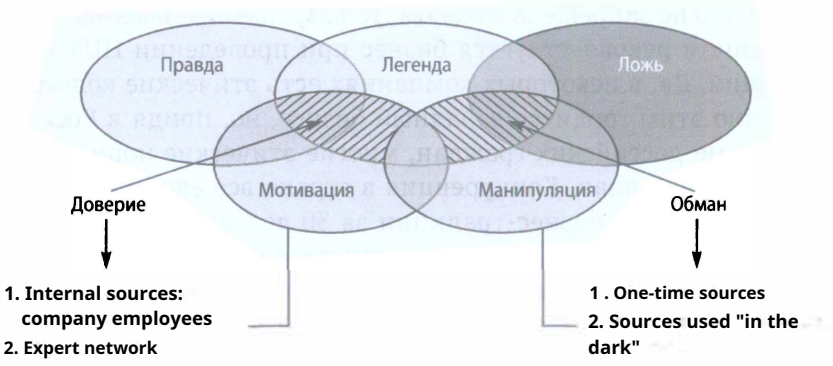


DON'T LET YOURSELF BE DECEIVED

CALL THE POLICE2

HUMINT-technologies of the criminal sector

But even if the company's management strictly adheres to fashionable ethical standards, there is a way out - outsourcing intelligence services. This is one of the options for shifting responsibility for the use of unethical methods to an external contractor. The customer sets a task for the outsourcer, which he must complete, and what methods and means are the commercial secret of the contractor himself, which is not customary to enlighten. Thus, using unprohibited methods of communication with people, even in the private sector it is possible to obtain very, very high results from HUMINT.



The basis of HUMINT technologies

Since business is not a subject of operational investigative activities, the methods and means that it uses use both key HUMINT factors - legend and motivation at the same time, which ensures high efficiency of all activities.

Legend

A cover story is a description of the image in which a corporate intelligence professional communicates with a source of information or enters an environment where intelligence can be obtained.

The legend is used to cover up the intelligence activities of a specialist, to motivate an appeal to a specific person who has information of interest, as well as to justify the presence of a specialist at an event and communication with its participants.

The legend is developed based on the intelligence task, the proposed location and method of communication with the source of information or obtaining intelligence information, and can be partial for a one-time event or complete for long-term and repeated events. In essence, this is a specialized role created in such a way as to motivate the interlocutor to communicate and dispose him to present information that interests the specialist.

Communication with the source of information can be carried out on the Internet, on specialized forums, in social networks or other platforms, in correspondence by mail, in personal communication, at specialized exhibitions and specialized conferences. The specialist should have broad erudition, understanding of the subject under study. As a rule, he has to play several different roles, for example: a blogger, a virtual account on Internet resources, a real character in personal communication with sources of information.

Depending on the intelligence task and the places of communication, the specialist must correspond to the image of the legend in his behavior, actions, verbal and non-verbal gestures, have a good knowledge of slang, the structure of communication characteristic of the chosen role, be convincing enough that those around him and his interlocutors have no doubts about what they see in front of them.

a representative of a certain profession or social group. If a legend specialist represents a mass media outlet, he should use audio, photo, and video equipment typical for journalists of that media outlet.

The employee must understand the legend well and use it skillfully. Uncertainty, accidental slips of the tongue that contradict the legend, vagueness, excessive details, and unnecessarily presenting the legend may arouse suspicion and lead to the failure of the event.

The legend should be used only in those cases for which it is intended. It should not be presented in its entirety, but only as needed. The more information is presented, the more vulnerable the legend becomes.

When using a legend, it is necessary to carefully monitor the reaction of the interlocutors, if necessary, make adjustments along the way that, without contradicting the essence, would supplement it or clarify it. The employee must psychologically prepare for the use of the legend, get used to it, "believe" in its essence, and strive for logic and naturalness in his behavior.

The specialist must be able to use the legend in difficult communication conditions. For this purpose, game situations are organized and conducted at the preparation stage. The legend is played out in the team of the intelligence unit. Opponents ask questions to the future performer, express doubts, clarify details, ask again about the facts and circumstances of the events. The test subject must answer questions clearly, distinctly and convincingly, not get confused, remain calm and composed.

Basic requirements for the Klegenda

The legend must meet a number of requirements: purposefulness, reliability, concreteness, comprehensiveness, and viability.

1. ***Purposefulness.*** The legend must correspond to the meaning and purpose of the operation, convincingly explain exactly those actions that it causes or covers, and have the required depth - full or partial legending of the specialist.
2. ***Plausibility.*** Any legend must plausibly explain the actions of the specialist. Plausibility

The more the legend is based on real events, facts and information, the higher it is. It is supported by documents, materials, equipment and the employee's behavior. Those parts of the legend that correspond to reality do not need support. Excessive details should be avoided so as not to get confused.

3. ***Reliability.*** A legend, depending on its purpose, must withstand verification, be consistent, not contradictory, and must not contain errors. The reliability of a legend is closely related to its plausibility.
4. ***Specificity.*** A legend must be based on specific, true facts, have its own background, and reflect a specific time, place, and circumstances.
5. ***Versatility.*** The legend must take into account the nature of the task being solved, the personal qualities of the performer, the preceding events and the possible consequences of the event.
6. ***Vitality.*** The legend should be constructed taking into account its possible continuation, addition, change and clarification in accordance with the part that has already worked. It should be simple and memorable enough to reduce the number of possible errors when using it.

Confirmation of the legend

A set of measures is needed to create conditions that could directly or indirectly confirm the fictitious details of the legend. Confirmation is carried out with the help of preliminary recommendations, the spread of rumors that will be known to the potential source of information, telephone calls, sending mail messages on behalf of the organization on whose behalf the specialist is speaking. The legend can be confirmed by reference to third parties who are impossible to find or who, due to their position, cannot be called.

To confirm the legend, cover organizations and documents are used. The optimal cover organization is an electronic publication registered as a media outlet, operating as a marketing or sociological agency, or as an agency of another suitable profile with an e-mail address and phone number.

The following documents are used as cover documents: a business card, an organization's ID, a badge with its logo, etc. It is important to remember that when producing cover documents, individuals should not resort to using government-issued document forms - driver's licenses, passports, service IDs, etc., which is a violation of the law - forgery of documents (Article 327 of the Criminal Code of the Russian Federation).

If the legend was built using the real data of the specialist, then when conducting the event the specialist should limit personal activity in his own name on Internet resources, delete or block his accounts in social networks with a change in the installation data, so that it is impossible to link them with the legendary data of the employee.

Legending the establishment of contact

Legending plays a significant role in the correct establishment of acquaintances and contacts with the right people. The interest of a specialist in a person, the desire to continue acquaintance with him must be well-legended, taking into account the interests and requests of this person. One-sided interest in someone does not bring the desired results of developing an acquaintance, therefore it is necessary to take into account the character, personal and business qualities of a person, his interests, etc.

If it is necessary to establish long-term contact with someone, legends for initial acquaintance and maintaining contact must be developed, taking into account the specialist's legend, calculated for a long period.

Material costs for legending

When developing a legend, it is usually necessary to spend money on preparing the organization's structure and cover documents, materials and employee equipment, as well as on renting the necessary technical equipment and infrastructure facilities.

The most expensive is the complete legend of an employee for a long-term reconnaissance event with the possible verification of the legend by the source of information, for example, studying the operating methods of the management of a company or organization with repeated meetings and communication.

The least expensive way to prepare a legend is for a one-time event with a limited time, for example, work at a specialized conference with short interviews of participants.

The costs of paying for the developed legend must be related to the value of the information that is planned to be obtained as a result of the intelligence event or operation. The justification of expenses, including those for providing a legend, is usually assessed by the head of corporate intelligence together with the head of the company in whose interests the event or operation is being conducted.

Truth as a legend

It is not always necessary to invent a legend when conducting HUMINT operations in the private sector. Let's assume that a security officer is tasked with interviewing company employees to identify new risks and threats. You must admit that in this case, when all sources of information know this security manager as "Uncle Styopa the policeman", there is no point in inventing a legend. However, not all companies have employees who collect and analyze information about risks and threats listed as employees of the security service, information and analysis departments, etc. In some organizations, they are a priori covered as marketers, PR specialists, sociologists, etc., that is, their current position is already a legend.

Motivation → manipulation

It is important to clearly distinguish between motivation and manipulation. By motivating a source of information to perform a particular task, the recruiter covers not only his own needs, but also his. For example, a source wants to move up the career ladder, and to do this, he needs to have a certain set of competencies. He is given a task, the solution of which will help develop a certain skill. In this case, its implementation will benefit not only the recruiter, but also the source.

During manipulation, an intelligence officer carries out his tasks at the expense of the source's resources, without caring what benefit or harm this will bring to the performer. For example, the source is asked to carry out a request from the manager that is not included in the

in his official duties. At the same time, the person will not be able to refuse, since the authority of the leader is unshakable for him. This is pure manipulation.

In HUMINT, motivation and manipulation always go hand in hand. The R-unit employee must create a situation in which the source will be interested in completing the assigned task. Moreover, if we are talking about an internal source, then we are talking, as a rule, about motivation, since it will most likely be necessary to contact him more than once, and if we are talking about an external one, then we are talking more about manipulation, since such sources are often used one-time and in the "dark". However, if a network of informants is being formed, with which it will be necessary to work for a long time, then manipulation is out of the question; cooperation must be mutually beneficial. Only under such conditions can the maximum effect of an intelligence operation be achieved, obtaining reliable information and data.

To attract a person to cooperation, it is necessary to identify his strongest motives as accurately as possible. When it is known exactly what a person needs (or believes that he needs), it is necessary to provide him with such an opportunity. Such needs of the object can be anything: revenge, vanity, political convictions, romanticism, religious feelings, lust for power, nationalism, high self-esteem, material difficulties, love, greed, fear, compassion, vices, etc.

Workshop H UM I NT

PROBLEM STATEMENT

So, the customer has set a task for the intelligence unit, the solution of which is possible only with the involvement of HUMINT technologies. It is necessary to clearly understand:

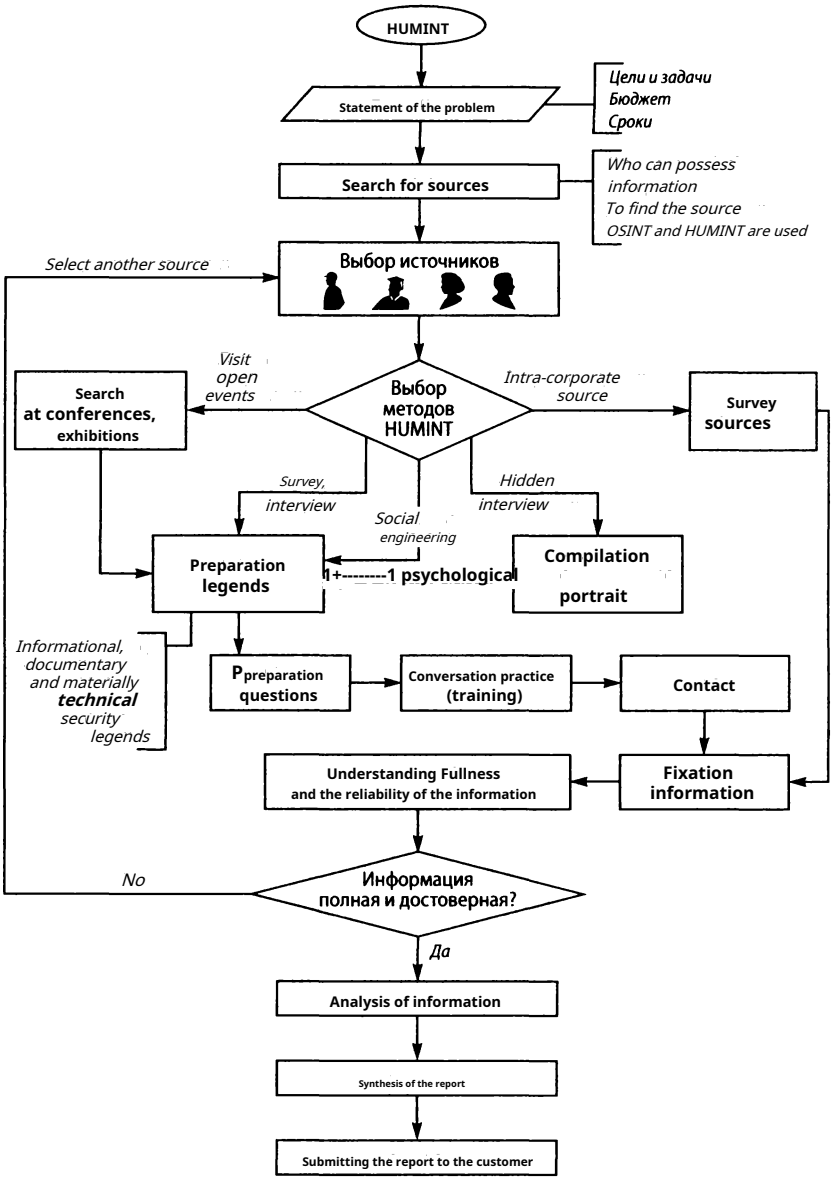
1) purpose;

2) deadline;

3) budget.

Understanding the research objectives is extremely important for the entire team of participants in the HUMINT operation, only in this case can one hope for high-quality performance of the task. If each member of the group possesses only a specific "piece of information" entrusted to him, then, as I. Krylov said in the fable "The Swan, the Pike and the Crayfish": "When there is no agreement among comrades, Their business will not go well...". It is extremely important to find complete mutual understanding and support within the team in difficult situations, which occur quite often in such events. For example, one of the team members simply cannot psychologically establish contact with the source, or the presence of a jealous wife may not allow the employee to compromise himself when contacting female sources, etc. HUMINT is always a game in a team, where there is a backup who can "pull out the situation".

A clear understanding of the goal allows the team to dramatically change the strategy of the entire operation. For example, sources that at first glance seem to have information may lead to contact with a completely different person. In addition, it is not always physically possible to get direct answers to questions; often, some conclusions can be reached by collecting information from indirect sources, which should also be quickly switched to if direct contacts are not possible and time is running out to complete the task.



Algorithm (flow chart) HUMINT

The task statement that comes from the head of the subdivision is very often not similar to that set by the customer. Since reconnaissance activities are

a set of actions of both OSINT and HUMINT, it is extremely important for the leader to formulate the task in such a way that all members of the HUMINT operation understand and realize it.

Example

General task: **prepare an analytical reportku on the business reputation of the company OOO Gazaktiv-2022. Deadline - 3 days. Budget 1000 rubles.**

Task for OSINT: **collect from open sources general information about the company, its director, founders, former and current employees, suppliers and clients. Deadline - 1 day. Budget - 300 rubles (for access to databases).**

Task for HUMINT: **received from OSINT-divisions data on clients, suppliers and former employees including their contacts, call them and ask about the company OOO Gazaktiv-2022, whether they were satisfied with working with her, do they fulfill their obligations, are there any delays in payment, how do they react to conflicts, etc. Deadline - 1 day. Budget - 700 rubles (for telephone communication).**

Task for analysts: **analyze receivedinformation and prepare a report on the risks and opportunities associated with cooperation with Gaz Aktiv-2022 LLC. Deadline - 1 day.**

As for the deadlines for completing the task, if there is an opportunity to discuss them with the customer, to inform him of all the difficulties associated with the task, then it is recommended to voice them with a large margin of time!

Example

It is known that to complete the task it is necessary to make 3 calls and spend 15 minutes on communication and another 20 minutes to formalize the information received. However, this is the time of the directly active phase of the event. It is always worth considering that:

- **the source went out for lunch;**
- **source on vacation;**
- **communication problems, the Internet has crashed and IP telephony is not working;**
- **source in decree;**
- **the line is constantly busy - high load on the telephone lines in the company;**
- **the phone "glitched" at an inopportune moment;**
- **the source forgot to collect information and asked to call back tomorrow;**
- **the source left the company and no one else can replace him.**

It is also worth setting aside time for preparatory procedures. Thus, even if the active phase itself lasts 1-5 minutes, the described preparation and risks may require a whole working day, which in practice happens very often.

A similar situation arises with the budget: you can set aside 100 rubles to call the source, but it turns out that you had to spend an entire hour waiting for him to answer, and another hour listening to his recipe for making delicious borscht, having talked for 1000 rubles. When announcing the budget to the customer, it is worth remembering that approaching him a second time for additional funds for the operation in most cases means "failure". It is better to return him some of the unspent money, which he will be very happy about, or use it to reward employees.

SEARCH FOR INFORMATION SOURCES

In order to find a source of information, you need to ask yourself the following questions:

- ***Where can information be stored and accumulated?***
- ***Who may own this information (object of HUMINT interest), or have access to the location where it is stored?***
- ***What is the immediate environment of the object of interest (colleagues, acquaintances, relatives, etc.)?***

Example

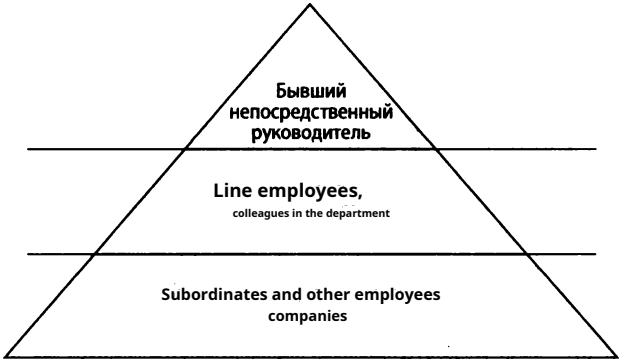
Task: to determine what kind of vehicle he owns Petrov Petr Petrovich.

Let us ask ourselves the above questions and place the answers we receive in Table 1.

Typical cases from experience

Task 1

Collecting references about the professional experience of a potential employee.



NUMINT-sources of information

It is obvious that all former managers know everything about their subordinate: strengths and weaknesses, professional level, bad habits, level of responsibility, conflict proneness, psycho-emotional stability, ability to keep their word and fulfill their contractual obligations, have incriminating evidence against them, etc.

Line employees - those who worked with him in the same department - do not always imagine the professional level of their colleague, since they did not have to fully evaluate him, but they are well acquainted with his bad habits, conflict, and some of his strengths and weaknesses.

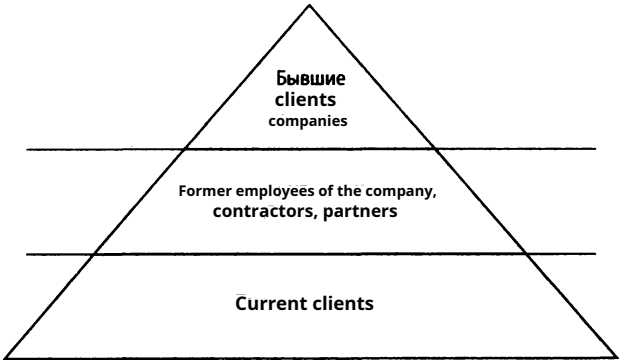
Table 1

Where?	Who?	Risks	Price	Additional information
State Traffic Safety Inspectorate	Any inspector	Unauthorized access to service information, disclosure of IIЩ, etc.	Usage black market services (from 5000 rub.)	It is logical that all information is accumulated in the State Traffic Safety Inspectorate about cars
Federal Tax Service	Inspector	Unauthorized access to tax secrecy, disclosure of information, etc.	Usage black market services (from 10,000 rub.)	Movable property is an object of taxation
Environment	Family and relatives	Minimum	Contact via tele- background by SI methods	Detect via OSINT
	Friends	Minimum		Identify close friends through OSINT
	Neighbours	Minimum	Possibly personal contact (survey)	Grandmothers at the entrance, neighbors around the apartment
	Colleagues	Minimum	Contact via tele- background by SI methods	Immediate supervisor and close colleagues
MADI	Database Operator	Unauthorized access to service information, disclosure of information, etc.	Unknown	The organization has enormous new base for fines for administrative violations
Insurance company	Manager under OSAGO	Unauthorized access to service information, disclosure of IIЩ, etc.	Usage black market services (from 5000 rub.)	Have all the information on car owners lei, as well as by persons authorized to manage

Subordinates are not always able to objectively assess the professional qualities of their former boss; often, on the contrary, out of a desire for revenge they can misinform, but they know about his bad habits, conflict, and managerial qualities.

Task 2

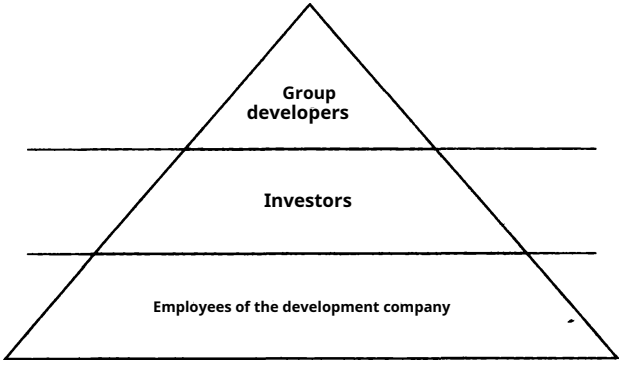
Collecting information about the company's experience in fulfilling its contractual obligations.



NUMINT-sources of information

Problem 3

Collecting information about new technology.

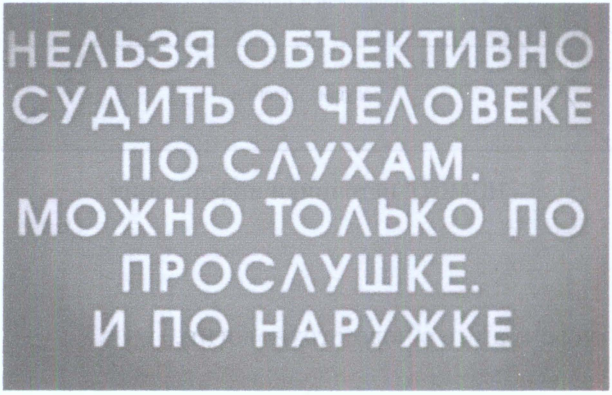


NUMINT-sources of information

COLLECTING INFORMATION ABOUT THE SOURCE

A person cannot exist in a vacuum without contact with other people. There are always other people around him. His actions always leave traces. It is important to find these traces, collect them and study them carefully. This will provide the source material for studying the intended candidate. Data for selecting the right person can also be obtained:

- from his immediate circle (relatives, friends, colleagues, etc.);
- through direct communication with the candidate (under various pretexts);
- observing his behavior in different situations (including artificially created ones);
- based on articles, letters, reports published by the candidate, based on his interviews and speeches.



Internet meme

TECHNIQUES FOR EFFECTIVE COMMUNICATION IN INTELLIGENCE WORK

In the professional activities of an intelligence specialist, interpersonal communication requires the presence of a communicative resource, mastery of communicative techniques, which include knowledge, skills and abilities of influence, and techniques for diagnosing a communication partner.

Among the skills developed with the help of such psycho-technologies, the leading place is occupied by:

- listening and speech communication skills (verbalization);
- ability to recognize non-verbal signals;
- development of attraction (ability to please others);
- development of empathy (perception of the emotional state of the interlocutor);
- constructive interpersonal interaction.

In the organization of interpersonal communication for the purpose of obtaining information, the specialist acts as the initiator of communication with a person - the source of information, who in the communication process is the communication specialist's partner. When planning communication with a partner, it is necessary:

- guided by the intelligence goal, formulate the task that needs to be completed when communicating with a partner, determine the topics of conversation;
- make a preliminary assessment of the partner (if possible): determine the level of his intelligence and education, approximate range of interests and needs, strengths and weaknesses of character;
- create a legend of your image, determine what you can use to interest your partner and win him over. Effective communication with a person follows a certain pattern in several stages using special techniques.

General scheme for establishing contact with a partner

First of all, you should attract the attention of the partner you are interested in and start communicating with him:

1) determine the partner's personality type and the "access key" to his psychotype;
2) arouse his interest in yourself personally or in the subject of the upcoming conversation;
3) build your partner's trust in yourself, your position and behavior in communication;
4) as communication is consolidated, move on to discussing the topic within the framework of completing the intelligence task.

Establishing communication begins with the removal of the psychological barrier that, to a greater or lesser extent, prevents the establishment of communication with a partner. As a rule,

A psychological barrier is formed when a new or unfamiliar person in the dichotomy of "friend or foe" is defined as "foe" or "not quite one". Communication should be built in such a way that the partner feels a positive interest in him/herself and begins to perceive the specialist as a person close in mentality, that is, defines him/her as "one of our own".

The next stage is to develop trust in oneself personally, or more precisely, in the image legendized in this communication. It can be based on the similarity of worldviews, interest in a strong, extraordinary personality or the authority of a professional. Using psychotechnics, the partner develops trust in the image created by the specialist in accordance with the legend chosen for communication.

Based on the communication formed in interaction with the partner, the specialist carries out an intelligence task.

TRACES

While many already know about the digital ("virtual") traces that we leave on the Internet and our devices, OSINT works with them, few people think about "real traces". Everyone we have contacted in our lives is a source of information about us and "our secrets" (Table 2). HUMINT works with "real traces". They can largely help to create a psychological portrait of the source.

PREPARING A PSYCHOLOGICAL PORTRAIT OF THE SOURCE OF INFORMATION

A covert interview is, as a rule, a planned event. From the moment of searching for the necessary resume or contacting the person of interest to the conversation itself, a day, two, a week may pass. All this time must be used to prepare for communication. The result of the work directly depends on the success of the "negotiations", that is, on how much the person is disposed and interested in communication. To do this, it is necessary to know the main psychological traits of the interlocutor, his temperament, hobbies, to understand

Table 2 1 ◆

Event	Place	Information	Source - people
Birth	Maternity hospital	Date and time of birth, mother, child's data weight, height, gender, health status	Midwife, head physician of the maternity hospital
Extract	Polyclinic	Registration and transfer of information about the child to the clinic	Nurse
Registration of fact birth	Civil Registry Office, MFC, Pension Fund	Full name, date of birth, parents, registration address, SNILS	An employee of the registry office or MFC, Pension Fund of Russia
Preschool education	Kindergarten	Child's details, registration, parents, health status, contacts, characteristics	Educators
	Mugs	Data about the child, parents, contacts	Trainers, teachers
Secondary education	School	Data about the child, parents, contacts, health, characteristics	Teachers, school management, classmates, head teacher, class teacher
Obtaining a Taxpayer Identification Number (TIN)	Federal Tax Service	Passport data, income, assets	Tax inspector
Getting a passport	Ministry of Internal Affairs	Passport details and registration	District police officer
Leisure	Summer/Winter camp	Data about the child, parents, contacts, health	Friends, counselors, educators, camp management
	Sections	Data about the child, parents, contacts, health	Coach, friends

Event	Place	Information	Source - people
Average professional education	College	Secondary school certificate, student data, parents' contacts, health	Classmates, headman, teachers, college administration, military registration and enlistment office, Pension Fund, MFC
Conflict	Police/Court	Ministry of Internal Affairs reports, court proceedings	Police officer, judge, participants in an administrative or criminal case
Military registration	Military registration and enlistment office	Passport data and registration, health	Military Commissar
Military service	Military unit	Data about a person, health, characteristics	Colleagues, military military personnel
Higher education, postgraduate study	University	Information about a person, health, school-leaving certificate, Unified State Exam results, secondary vocational education diploma, life position, social activity, creativity	Classmates, teachers workers, sources from places of practice, military registration and enlistment office
Job	Company	Information about a person: passport, taxpayer identification number, insurance number, medical insurance, health, previous place of work, income before and during work, skills, professional experience, parents, hobbies, criminal history, marital status, characteristics	Colleagues, managers, subordinates

Marriage	MARRIAGE REGISTRY	Information about the person, passport, spouse	Friends, relatives, employees of the Civil Registry Office, the Ministry of Internal Affairs, employer, Federal Tax Service + Pension Fund
Third party companies	Banks, housing and communal services, fitness, etc.	Person's details, contacts	Employees of companies
Buying a car	State Traffic Safety Inspectorate	Information about the person, driver's license, compulsory motor insurance,	Traffic police inspector, insurance company employee
Unemployed	Labor exchange	Information about the person, education, work experience	Employment office employee
Birth of a child	Civil registry office, MFC	Data about parents and child	Employee of the registry office, MFC, relatives
Pension	Pension Fund of Russia	Person's data	Pension Fund employees
Death	Civil Registry Office, Ministry of Internal Affairs, hospital, morgue	Person details, cause of death, death details, heirs	Employee of the registry office, MFC, relatives, notary

his "discomfort zone". In fact, before the meeting it is necessary to prepare a dossier with an emphasis on a psychological portrait. For example, during a covert interview, from the primary sources of information about a person there is usually only a resume containing all the necessary introductory information, which will help the corporate intelligence service bring him to a full-fledged dossier, compiled on the basis of:

1) *OSINT - collecting information from open sources, primarily social networks, searching for information about hobbies (extreme and "strange") and passions, bad habits, a tendency toward destructive and deviant behavior, political views, etc.;*
2) *HUMINT - reviews and recommendations from previous places of work, acquaintances, neighbors, friends;*
3) *expert opinion of a psychologist, graphologist.*

Internet meme

OSI NT for HUMI NT

What data about a person can be obtained in a social network? The most diverse: everything that the person of interest can tell about himself or that people who know him can tell about him. That is, a lot, if not everything:

- ***person's personal data*** - Full name, date and place of birth deniya;
- ***photo*** - people themselves often leave them, believing that in this way they are protecting their data, leaving their date of birth on one forum, their name on another, their ICQ on a third, while registering everywhere under the same nickname;
- ***competencies*** - education, work experience, achievements, sometimes with such details and detailing that a work record book is not needed. And again the same confidence in one's own security works - in one place one set, in another slightly changed, in a third with some other change. The author has already forgotten where and what he left, but the material remains. It is only necessary to collect it, compare and identify those very inconsistencies - it is in the inconsistencies that the most interesting will be;
- ***connections*** - family, friends, work;
- ***personality traits*** - preferences, hobbies, views, beliefs.

There is plenty of material for research. And if we add here also statements on forums, in blogs and micro blogs on problems of interest to the researcher, then in fact it is possible to form a complete picture of the object.

HUMINT for HUMINT

A person is born and lives in a society. He is surrounded by classmates, fellow students, colleagues, co-workers, teachers, lecturers, coaches, bosses, neighbors, friends, relatives, partners, etc. All these people are sources of information about him. In essence, collecting information about a person from his environment is a kind of miniNUMINT operation, which also requires legending and manipulation skills.

Example

Task : identify the main character traits of the leaderowner of the company "WomanShop" Ivanova Maria Ivanovna.

Legend: a call to secretary Oksana Fedorovna (this is (format revealed earlier) from a florist ("Flora+"), under the pretext of a gift for an upcoming birthday.

Dialogue:

- Good afternoon. The company "WomanShop". I'm listening to you.

- Good afternoon. We are preparing a flower arrangement. as a gift from your partner. Can I speak to Oksana Fyodorovna?

- Yes, just a minute.

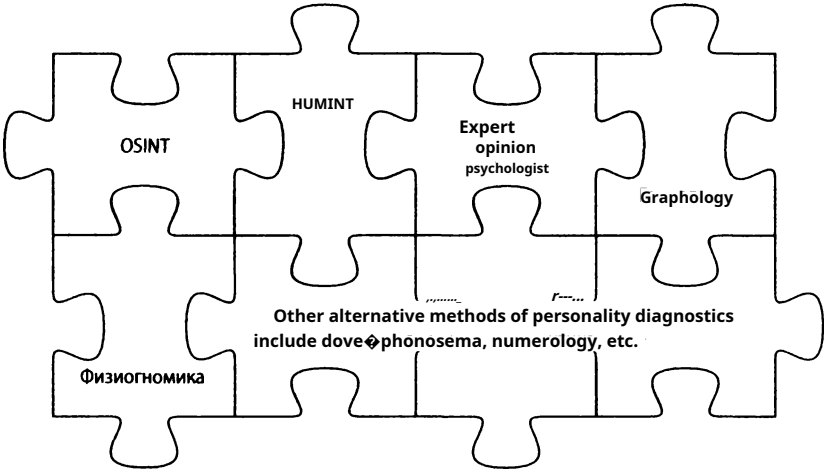
- Hello, good afternoon.

- Oksana Fedorovna, good afternoon. My name is Semyon. Semenovich. I am a florist at the Flora+ company. The thing is that your partner asked me to prepare a flower arrangement for Maria Ivanovna's birthday, and our philosophy is that we select flowers based on a person's character. Could you name 3-4 main character traits of Maria Ivanovna?

- Hmm... Yes... Modesty, developed intuition and um pathos, balance, consistency, purposefulness.

- Thank you very much! You helped us out.

- Please.



Puzzle - psychological portrait of personality

ALTERNATIVE METHODS OF PERSONALITY ANALYSIS

In conditions of information famine, when it is extremely difficult to obtain information about the characteristics of a person's character and temperament, alternative methods of personality analysis come to the rescue. Some call them pseudoscientific, but in practice and ONLY when used in a comprehensive manner, they have proven their effectiveness. The conclusions that each of the methods yields should be approached in a typical intelligence style: each method and its conclusion are just a source of information, with their own degree of reliability. It is the comprehensive approach that can yield a very interesting result.

Alternative methods include:

- *graphology;*
- *physiognomy;*
- *transactional analysis.*

Everyone must decide for themselves which alternative technologies to use, the level of trust in this technology, the reliability of the information provided, etc.

Graphology[1]

Author's Preface

Why has the graphological method of analyzing a person's signature, written in 1998, become even more relevant by 2022? Many believe that much more information can be obtained by analyzing a large text, and ideally on several sheets, written by hand! Why then use such a small piece of manuscript as a signature? The answer is obvious: by 2022, people have forgotten how to write. Now finding a handwritten text of an adult is not an easy task. While it is quite easy to find a signature, because there are many sources where this information is accumulated:

[1] **The author thanks Oybek Nadzhimov for permission to use materials from the book "How to recognize a person's character by his signature or practical graphology." (Tashkent: World of Economics and Law, 1998. http://\ib. ru/URIKOVA/GRAFOLOG/aybek/aybek.txt)**

- **passport or other identity document;**
- **form 2P in the Ministry of Internal Affairs "Rospassport" system;**
- **employment contract and T2 form from the employer;**
- **back side of a credit card;**
- **banking documents and loan agreement;**
- **agreements with third parties;**
- **constituent documents, etc.**

Practice

Before you begin analyzing signatures, please consider the following recommendations:

1) **it is best to start the practice with signatures of well-known people, preliminary information about whom will serve as a kind of hint;**
2) **first, the signature should be analyzed for each factor separately, and then, by comparing the obtained data, the resulting data should be derived and a general conclusion should be made;**
3) **skillfully apply the method of "logical chains", which consists in the fact that if a signature accurately identifies some characteristic of a person, and it is always connected with another, which is not directly derived from the signature, then one can safely name the second characteristic;**
4) **You should train regularly and constantly. Note: To identify a person's character by his or her**

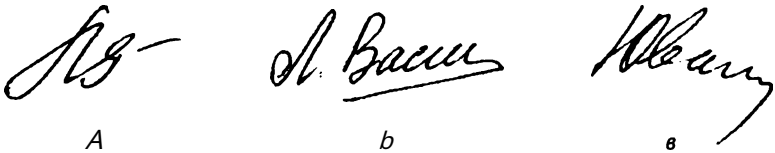
The following signature analysis factors can be fully applied to the scribbler.

1 . Direction of signature

It is necessary to pay attention to where the end of the signature is directed: up, straight or down. If up (Fig. 1, a), then this indicates that optimism prevails in the person's character, he is full of energy and strives to achieve the set goal. If such a person has disappointments and depressions in life, then he successfully overcomes them and is reborn with new strength, desires, and ideas. Often this is a personality type with a creative bias.

If the end of the signature is directed straight {Fig. 1, *b),* **then this indicates a balance between the manifestations of optimism and pessimism. The influence of the environment plays an important role in this.**

If the end of the signature is directed downwards (Fig. 1, *V*), then a person is more prone to a state of pessimism, which quite significantly suppresses his creative activity. Such people either lack faith, or have very weak faith, and may also experience a decrease in willpower, low resistance to alcohol, and susceptibility to diseases of the cardiovascular, nervous system, liver, and gastrointestinal tract.



A *b* *в*

Fig. 1

2. Signature length

If the signature is long (Fig. 2, *A*), then this characterizes a person as thorough, not liking haste, haste, capable of delving deeper into the essence of the matter, persistent, somewhat stubborn, assiduous, but at the same time somewhat picky, boring. In the body, attention should be paid to the function of the nervous system and kidneys. If the signature is short (Fig. 2, *b*), then this is a sign of a person's faster reaction, the ability to quickly grasp the essence of something superficially, since there is not enough patience for a deeper and more detailed analysis; such a person is less capable of monotonous, long-term work that requires constant attention, and he does not really like slow people. As for health, the nervous and cardiovascular systems may be labile.

Note. **In the latter case (see Fig.2, *b*) it is important to find out whether the person also has another signature. Often bank employees, doctors, cashiers, and people who have to sign frequently due to their job descriptions often have two signatures: one official and one for putting on various documents, usually shorter in order to save space and time. Therefore, certain professions also influence the signature.**

a *b*

Fig. 2

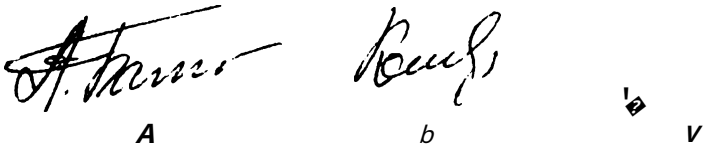
3 . Beginning and end of signature

Before analyzing a signature for this factor, one should mentally divide the signature in half. The first half is associated with the beginning of any activity - mental or physical - and it can be used to judge how a person begins things. At the same time, the first half of the signature characterizes the intellectual or mental sphere of a person, while the second shows the attitude to practical (physical) activity and how a person ends things.

Whether a person is a theoretician or a practitioner can be determined based on the occupancy of the first and second halves of the signature. If there are two or even three capital letters at the beginning, with no large formations in the second half, then we can confidently assume that the person prefers mental work. Such signatures are often found among managers of various ranks (Fig. 3, a).

Moderate load of the first part (minimum of capital letters, their low amplitude) indicates a tendency to applied activities. Often people whose signatures contain the indicated characteristics are employees and public figures by profession (Fig. 3, b).

The presence of large formations in the second part of the signature indicates a tendency towards practical activity (Fig. 3, c).



A *b* ***V***

Fig. 3

4. Size of letters (capital and small)

If the capital letter in the signature differs significantly in amplitude from the small letters, then the person who has such a signature is capricious and has increased demands on others (Fig. 4, *A)* **.If its amplitude differs slightly from that of small letters (Fig. 4,** *b)* **, then the owner of the signature is modest, without any special claims to life.**

Small letters characterize a rational, economical and concrete person, as well as the ability to concentrate the mind, but very small letters indicate that their owner is inclined to selfishness and stinginess (Fig. 4, *V).*

Large letters (like those of children) indicate a person who is dreamy, somewhat naive, impractical, trusting, and often overly kind (Fig. 4, *G).***In addition, large letters indicate a desire for independence and freedom of activity. In terms of health, attention should be paid to the spleen and liver.**

A *b* ***V*** *G*

Fig. 4

5. Roundness and sharpness of letters

Kind, gentle, calm people have much more rounded letters (Fig. 5, *A),* **than hot-tempered, harsh, intolerant, irritable (Fig. 5,** *b).*

A ***b*** ***V***

Fig. 5

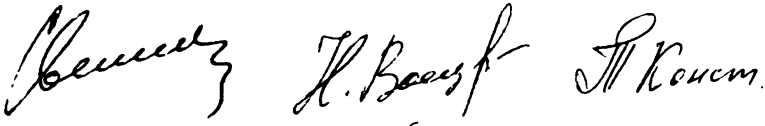
Angular letters indicate a desire for independence, a critical mind, stubbornness, greater aggressiveness, a tendency toward self-affirmation, supremacy, and ambition.

Whether there are more rounded forms at the beginning or at the end of the signature can determine in which period of the relationship a person behaves more gently - at the beginning or later. In the case shown in Fig. 5, ***V,*** a person behaves more softly at the beginning of a relationship.

b. Connectedness and disconnectedness of letters

If all the letters in the signature are connected to each other (Fig. 6, ***A)*** , then this speaks of a consistent, logical nature of mental activity. However, in this case, some freedom of thought is lost, the person is more conservative in his views, and does not perceive new things so easily and quickly.

Thinking is more flexible and adaptive if the signature contains a moderate number of gaps between letters, which also indicates the ability to harmonize the desired and the actual (Fig. 6, ***b).*** Excessive number of breaks (Fig. 6, *V)* indicates figurative-concrete thinking, unpredictability of actions for others, dreaminess, a desire to attract attention, to impress others.



а *б* *в*

Fig. 6

7. Confidence in writing letters

A person's self-confidence can be judged by the confidence and firmness with which he signs (Fig. 7, ***A)*** , in contrast to an insecure person, which is also evident from the signature (Fig. 7, ***b).***

А ***б***

Fig. 7

8. Various decorations in the signature

If a person is boastful and embellishes his virtues, this is also revealed in the signature. In this case, it is also embellished: various curls, ribbons and other similar formations appear. And the more of them there are, the more superficial and insincere there is in a person (Fig. 8,*A).*A simple person has a simple, modest signature (Fig. 8,*b).*But various decorations are not always a bad sign. Such signatures can often be found in people with a rich imagination, artists, painters, musicians. In people with a logical mind - mathematicians, physicists, etc. - the signature is often as if "naked", that is, the letters can lose some of their parts (Fig. 8,*V) .*This also speaks of concreteness of thinking. If such letters are also poorly connected to each other, then this indicates illogicality, vanity, short-sightedness in thinking.

A *6* ***V***

Fig. 8

9. Spreading when writing letters

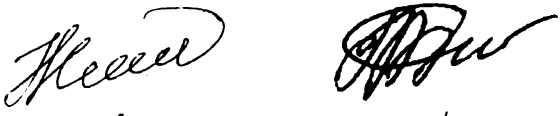
The signature is compact and small, usually found in "tactics" (Fig. 9,*A),*that is, people whose minds are occupied with specific types of activity. On the contrary, a sweeping signature is more often found in "strategists" (Fig. 9,*b) ,*those who think globally, combinatorially, systemically, for example, major executives, public figures.

A ***6***

Fig. 9

1 O. Distance between letters

This feature can be used to determine the degree of a person's generosity: a significant distance between the letters (Fig. 10,*A)* indicates generosity, and in extreme cases of this sign - "wastefulness". If the letters in the signature overlap each other (Fig. 10,*b)*, then this speaks of thriftiness and even stinginess. You can even find out in what period a person is more generous: when he receives money or when he spends it, and also in what sphere predominantly - intellectual or material. This depends on in what part of the signature the distance between the letters is greater - at the beginning or at the end.



A *b*

Fig. 1 0

1 1 . Pressure force when writing letters

The physical strength of a person is indicated by thick lines of letters, blots (this is clearly visible when using an ink pen), and the denting of the paper (Fig. 1-1,*A).*Often people who apply a lot of pressure when writing are extroverts. And, on the contrary, refinement is indicated by the lines of letters becoming thinner like a hair and even the disappearance of a line in some areas (Fig. 1-1,*b).*This type of writing is more typical of introverts, that is, people whose mind is directed inward. Even if such people are involved in public life, it is not easy for them, because they struggle with their inner self.

Even, moderate pressure indicates balance, deliberateness of actions, self-control. Uneven, impulsive pressure indicates impetuosity, emotionality, impressionability, inability to work systematically. Thick, bold letters in the signature characterize people with developed sensuality, with a craving for the material side of life. Changing thickness of pressure, for example, the transition from thin lines to bold, indicates the presence of sexual fantasies, emotionality, lability of the nervous and vascular systems, inconsistency.

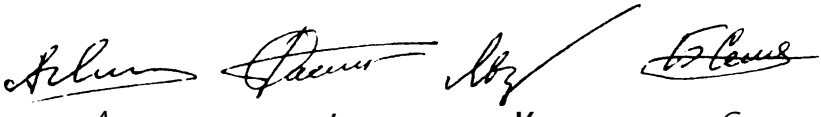
And finally, very weak, sometimes uneven pressure is found in people who are unsure of themselves, hesitant, prone to tormenting themselves, doubtful, and in an astheno-neurotic state.

A *b*

Fig. 1 1

1 2. Underlining, "tails" in the signature, strikethroughs

People who underline their signature at the bottom (Fig. 1-2, a) are narcissistic, interested in the opinion of others about themselves, and are characterized by greater touchiness. A signature covered by a line at the top (Fig. 1-2, b) is typical of vain, proud people who strive for greater achievements. But by the length of the "tails" at the end of the signature (Fig. 1-2, c), one can judge the degree of a person's reaction to attempts by others to interfere in his affairs. The longer the "tails", the more intolerant the person is of various orders, decrees, and comments addressed to him. This also indicates caution and prudence. A person who crosses out his signature (Fig. 1-2, g) is usually dissatisfied with himself, self-critical, doubts everything, and hesitates. Such people may be prone to neuroses, vegetative-vascular dystonia, and peptic ulcer disease.



A *b* *V* *G*

Fig. 1 2

1 3. Vertical lines in the signature

If the signature contains formations resembling vertical lines, then this means a kind of barrier, slowdown, brake on mental or physical activity. It should be

pay attention to what part of the signature these verticals are located.

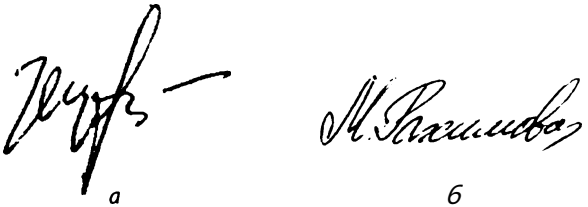
The presence of vertical formations right at the beginning of the signature (Fig. 13,*A)*indicates a paucity of imagination, intellectual, creative activity. If the "vertical" occurs approximately in the middle of the signature (Fig. 13,***b)*** ,then this speaks of a delay, a slowness of the transition from the idea to its implementation, and if at the end of the signature (Fig. 13,*V)*- about the difficulty in completing tasks (such a person needs external control or appropriate incentives). From a medical point of view, if there are clearly expressed vertical formations in the signature, attention should be paid to the functioning of the genitourinary system.

а *б* *в*

Fig. 1 3

1 4. Even and uneven signature

People who write unevenly, whose letters in their signature "jump" (Fig. 14,*A),*emotional, unrestrained, and in extreme cases of manifestation of the sign - uncontrollable and unbalanced. Most often they are subject to vegetative-vascular dystonia, neuroses, thyroid diseases. If the signature is written evenly, as if with a ruler (Fig. 14,*b)* ,This testifies to restraint, self-control, and a rational type of person.



а *б*

Fig. 1 4

1 5. Various loops in the signature

If a person is secretive and has an independent character, then he often ends his signature as if in a circle (Fig. 15,*A).* A lesser degree of expression of such qualities is characterized by the presence of smaller loops in the signature (Fig. 1-5,*b).* People whose signatures are distinguished by such elements try to find a job where they would be free, independent, and not subordinate to anyone. The following definitions apply to them: "a cat that walks by itself" and "a man of his own mind."

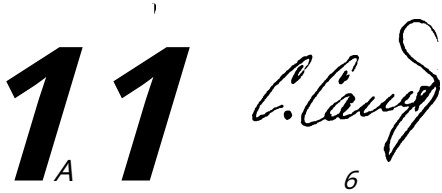
In addition, loops are an indicator of stubbornness, willfulness, caution, "fixation" on some ideas, problems. It is necessary to take into account in what place of the signature the loops are found - at the beginning, in the middle or at the end - and in accordance with this make final conclusions.

A *6*

Fig. 1 5

1 6. Dot in signature

A period in a signature is a positive sign. Its presence indicates discipline and a tendency to complete what was planned. A period at the end (Fig. 16,*A),* speaks of a person's desire to complete the task he or she has started and is one of the indicators of efficiency. If the dot is at the beginning of the signature (Fig. 16,*b),* This indicates a person's desire to obtain comprehensive information before he begins to implement his plans.



A *6*

Fig. 16

1 7. Signature Load

The more complex and "loaded" the signature is (Fig. 17, a), the more problems a person creates in his own life: "makes a mountain out of a molehill". It is typical for psychasthenics. On the contrary, the simpler the signature is (Fig. 17, b), the fewer problems a person lives with, he strives to simplify his life.

A *6*

Fig. 1 7

1 8. Identical elements in the signature

They characterize the individual's tendency to a greater or lesser degree of obsession in thoughts and actions (Fig. 18). Compared to other people, such a subject more easily develops obsession with some thought, habit or, for example, melody. At the same time, this feature speaks of persistence, the ability to more easily endure monotonous work.

As for health, attention should be paid to the state of the nervous system: neuroses are possible, in particular, obsessive-compulsive disorder. A tendency to high blood pressure may also be observed.

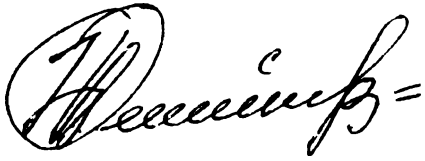


Fig. 1 8

1 9. Clarity

If the signature is clear and its constituent letters can be read (Fig. 19, a), then its owner is less selfish, since he subconsciously strives to be understood by others. Clear signatures are often found among teachers and lecturers.

From a medical point of view, people with such a signature may be susceptible to diseases such as psychasthenia, diabetes, and hypertension.

Illegible signature (Fig. 19,*b),* characterizes a person who is more selfish, since he cares less about whether others understand him or not, and also less careful. Such people are prone to diseases of the eyes, nerves, liver and gall bladder, as well as ulcers.

A *б*

Fig. 1 9

20. Foreign letters in the signature

If an individual uses foreign letters in his signature (Fig. 20), this may mean that:

- **he is a fan of foreign things (which is more typical for young people);**
- **is an original who wants to stand out;**
- **he is characterized by independence in views and judgments.**

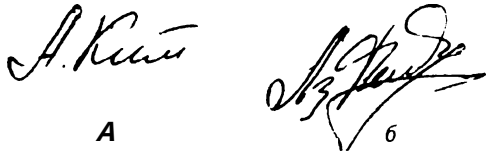
Fig. 20

21 . Graphology in the signature

This feature is determined by the degree of deviation from calligraphic (template) writing and characterizes the degree of originality, personal initiative, diversity (or, conversely, monotony) of the mental manifestations of the individual.

Individuals whose handwriting or signature looks close to a template show little initiative and are prone to stereotypical thinking and judgment (Fig. 21,*A) .*They are more in keeping with their time. They should pay attention to the functioning of the liver, gall bladder and spleen.

People whose handwriting has bright and prominent differences from the template are more creative and strive to bring variety into life (Fig. 21,*b)*.In some cases, it can be said that they are adherents of romanticism and tradition. In the area of health, they should pay attention to the state of the psycho-emotional sphere.



A б

Fig. 2 1

22. Simplicity in signature

This feature is somewhat similar to the feature of burden: the simpler the signature, the simpler the person lives and thinks. But there are also some differences. For example, simple, straightforward people often write their last name in abbreviated or full form instead of a signature; they lack the imagination to somehow modify or embellish it (Fig. 22,*A)*.Such ladies are more drawn to the physical and emotional sides of life. Consequently, the more fantasy and originality the signature contains, the more complex the person's nature is (Fig. 22,*b)*.Such people are more susceptible to cardiovascular and neuropsychiatric diseases.

A b

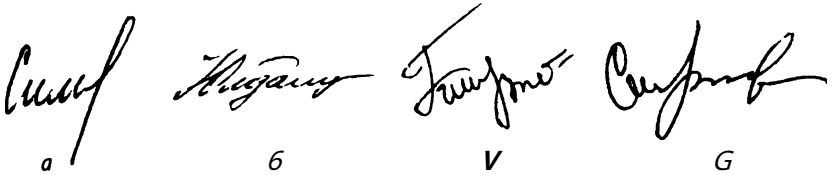
Fig. 22

23. Slanted letters in signature

Straight slope (Fig. 23,*A)*is characteristic of a person who is direct, reserved, consistent, does not lose self-control, often stubborn. It is also an indicator of the dominant influence of the mind. A right-slanted signature is often found

(Fig. 23,b) ,speaking about the balance of a person's character traits, his ability to understand and compromise. Of course, other factors should be taken into account. Letters that are too slanted, almost lying down, are interpreted as a pathological phenomenon.

If the signature is tilted to the left by 1 2 5°(rice.23,V) ,then this is more often associated with the discrepancy between a person's personal natural inclinations and inclinations and the external conditions of upbringing and life, and also indicates willfulness, stubbornness, exactingness, distrust, control of the mind, and sometimes secrecy and insincerity. The different types of slant of letters in the signature (Fig. 23,G)speaks of contrast, capriciousness, instability of feelings, impulsiveness, affectivity, lack of restraint, scatteredness in goals. With such people one should be careful in business and relationships.



a *6* ***V*** *G*

Fig. 23

24. Degree of signature harmony

Characterizes the degree of giftedness of the individual, the development of intelligence and culture. Individual letters in such a signature may sometimes seem ugly, they may have irregularities, breaks, but they form one harmonious whole (Fig. 24).

Fig. 24

25. Different types of signatures of the same person

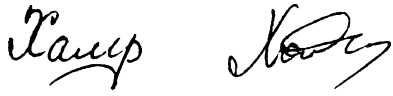
In one case, the signature is neat (Fig. 25, a), in the other - careless (Fig. 25, b) characterizes a person with a pronounced selective attitude towards others. If someone is of interest to him, then he will try to show himself from the best side, and if not - he will treat them as carelessly as he puts his signature. In terms of health, you should pay attention to the state of the cardiovascular, nervous systems, thyroid gland, liver, gall bladder.

A *b*

Fig. 25

26 . Signature changes over time

Since the signature is one of the factors reflecting the inner world of a person, it is natural that with a change in the inner state, the growth of spiritual consciousness and other changes in life, the signature also changes. If a person degrades, then the signature also degrades, if a person improves, then the signature changes accordingly. The nature of the signature can also change in women in connection with marriage, reflecting real changes that have occurred in the emotional, social, personal and other spheres of her life (Fig. 26).



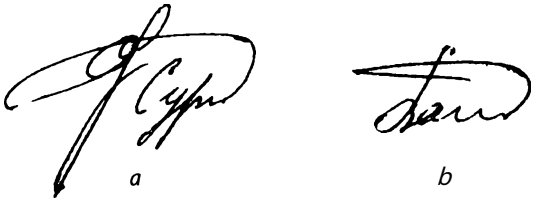
A *b*

Fig. 26

27. "Returns" in the signature

If, having written some part of the signature, a person returns to its beginning with some line, or adds something else (Fig. 27), then this indicates that its owner, having done

certain work, tends to return to the starting point, analyze what has been done, he has a desire to bring something new, to modify, to supplement. That is, there is a state of dissatisfaction with what has been done, a constant desire to improve what has been achieved.



a *b*

Fig. 27

28. Anomalous features in the signature

Often found in people suffering from obsessive states and ideas, with a disturbed mental balance or in a state of strong anxiety. The relief and number of abnormalities in the signature varies depending on the mood. When a person is not bothered by obsessions, then his signature looks normal, but in a painful state, abnormalities appear, characterized by the presence of excessive inappropriate strokes, some additional drawings, an excessive number of dots located anywhere, etc. (Fig. 28).

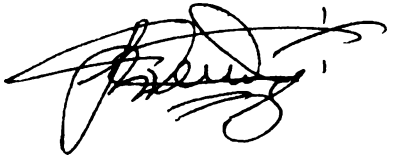


Fig. 28

29. Signature waviness

Characterizes a flexible, diplomatic person, capable of compromise, and easier to adapt to different living conditions (Fig. 29). More often, these are sanguine people, less often, phlegmatic people.

Fig. 29

30. Geometric consistency of the signature

This factor is determined by the evenness of the line, the uniformity of the intervals between letters, pressure and amplitude (Fig.30) .Such a signature characterizes the degree of volitional developmenta person's development, mental stability, ability to work, deliberateness of volitional acts, stability of feelings, certainty and immutability of attitudes both to individual phenomena and to the surrounding life. Opposite characteristics of the signature will indicate the opposite.

Fig. 30

3 1 . Extended beginning in signature

If the signature has an elongated beginning (Fig.31) ,it dependsThe degree of manifestation of this feature can be used to judge the degree of willfulness, self-confidence, and despotism of its owner. Attention should be paid to the function of the liver, nervous system, and gastrointestinal tract.

Fig. 3 1

32. Signature amplitude

If the amplitude clearly decreases from the beginning of the signature to its end (Fig. 32, a), this means that the person's efficiency, energy, interest and other qualities also decrease from the beginning to the end of the activity. He may have a tendency to irritability, fatigue. Attention should be paid to the condition of the liver, thyroid gland and nervous system.

It may also be the other way around (Fig. 32, b) - a person gradually develops activity from the beginning to the end of the activity.

If the amplitude of the signature is even (Fig. 32, c), then this characterizes a person whose performance remains at a stable level from the beginning to the end of the activity. The same can be said about the degree of concentration of attention, interest, stability not only in work, but also in personal relationships.

A large beginning of a signature, then gradually decreasing or turning into a wavy line (Fig. 32, g), speaks of a certain secrecy of the person, but also of sophistication and diplomacy.

Those who are unable to keep secrets, on the contrary, begin their signature with small letters that become larger towards the end (Fig. 32, d).

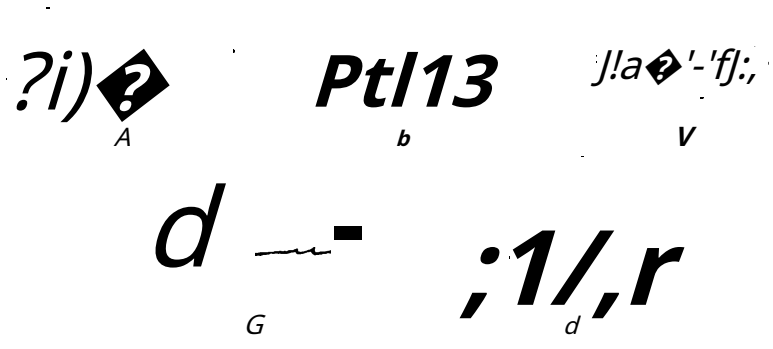


Fig. 32

33. Combinatorics in signature

Combinatorics in signatures is characterized by the fact that the writer, as it were, connects two adjacent letters through a common element. For example, two letters, A and K, can be written like this:

Fig. 33

in the manner shown in Fig. 33. People who have such combinations in their signatures try to optimize their activities. That is, they tend to do several things at once or wait until some accumulate.

problems, so as not to waste time on them separately, but to solve them all together. Owners of such signatures are distinguished by a rational, practical mind. By temperament they are more often sanguine, less often - phlegmatic.

34. Signs of symmetry in the signature

These can be, for example, two horizontal or vertical strokes, which are an indicator of a person's stable character, harmony, and balance of his qualities.

Fig. 34

ability to compromise. Such people love reliability in everything, strive to insure themselves in their activities (Fig. 34). They should pay attention to the condition of the genitourinary system, respiratory and nervous systems, as well as the functioning of the spleen.

35 . Digital additions at the end of the signature

Fig. 35

The presence of this factor indicates a suspicious, distrustful nature, characterized by a critical mind and caution. There may be a tendency to neuropsychiatric diseases (Fig. 35).

36. Writing speed

In order to draw correct conclusions on this feature, it is necessary to directly observe the moment of writing the signature. A person who signs quickly, without thinking, has:

• either a professional habit (for example, working as a cashier);
• or an increased degree of susceptibility, excitable choleric temperament, in which case one should pay attention to the state of his nervous and cardiovascular systems.

From the drawing, such a signature is similar to a signature characterized by confident writing (see Fig. 7).

Algorithm for signature analysis

If the analysis is carried out in the presence of the subject, it is necessary to ask him to put his signature on horizontally lined paper. This will be necessary, for example, when analyzing the first factor.

If the person being examined has not one signature, but two or more varieties of them, then it is desirable to have them all.

Next, analyze the signature for the entire list of factors given above (1-36), recording the result for each of them. If any factors are missing from the signature, then they are skipped, then a generalized final conclusion is made taking into account the mutual strengthening of any factors or, conversely, their mutual weakening.

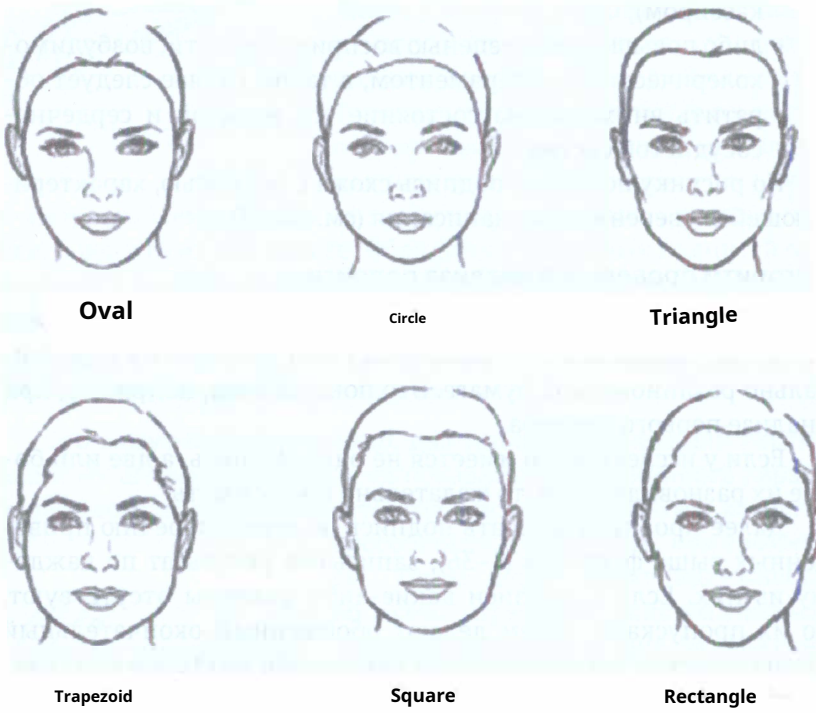
This final result is presented to the subject.

Physiognomy

When perceiving a person, we pay attention, first of all, to his head, face, expecting to receive the most important information from this "source". In psychology, many signs are described by which character traits are recognized precisely by these parts of the body. From these observations over the centuries, a special branch of human studies was formed - physiognomy.

Physiognomy distinguishes six basic types of face. True, in nature there are rarely "pure" types. Therefore, when determining the type, attention should be focused on the dominant features: for example, a wide forehead and a narrow chin in combination with clearly defined cheekbones make up more of a triangular type of face than a square or trapezoidal one. It is the shape of the face that is the first thing that catches the eye when you glance at a person.

Face shape



Basic face shapes

Oval face. **People with this face shape are practical, methodicalwild, hardworking. They are also characterized by narcissism. This type of face is extremely rare and, like most forms, tends to one or another type, combining the features of others.**

Round face **happens to peace-loving people who are open to communication people who strive to learn everything new, who value comfort and stability above all else, and attach importance to material values. According to popular opinion, a round-faced person is considered simple-minded.**

Triangular face **speaks about something complex and somewhat contradictorycharacter of the owner, creative, hot-tempered natures, incapable of strong affection. They are characterized by cunning, a desire to be alone. People with this type of face have high talent and sensitivity, pay most attention to the spiritual sphere.**

Trapezoid face **usually happens to optimists, life-loversdecent and sensitive people, literally radiating happiness and bringing peace. They are usually good workers, but not leaders. In a high position they will feel uncomfortable, as they have a soft character.**

Square face **indicates energy, disciplineplanning and efficiency. A person with such a face is "difficult" to communicate with, and sometimes straightforward to the point of harshness, intelligent, inclined to analytical thinking, but also aggressive and inclined to dominate.**

Rectangular face **distinguishes balanced, intelligentnal, sensitive people, natural organizers, who are very good at leading and achieving their goals. They are quite tactful and delicate.**

Face profile

Convex profile **(sloping forehead, prominent eyebrows and large nose) occurs in stubborn, demanding and impatient people.**

Concave profile **(protruding forehead, almost flat eyebrows, a small and straight or snub nose and a prominent chin) usually belongs to good-natured and patient people.**

Flat profile **testifies to the constancy of character and the balance of the owner's state.**

Main areas of the face and human character

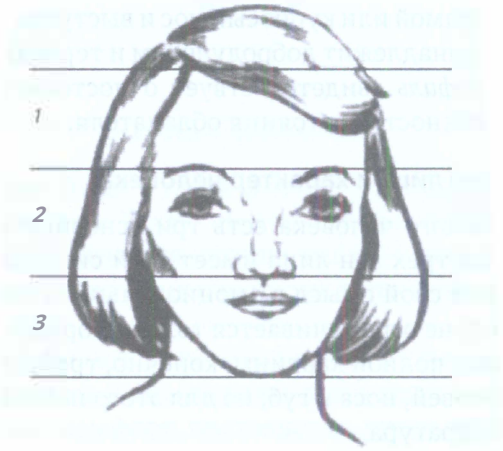
There are three main zones in the face of each person. Each part of any of the three zones of the face has its own signals and signs, its own meaning and its own sense in the emotional sphere. The art of reading by face is not limited only to the shape of the face and its zones, for a more complete picture, of course, it is necessary to take into account the shape of the eyes, eyebrows, nose and lips, but for this additional literature will be needed.

1. *Upper zone* **- the area from the hairline to the eyebrows. A well-developed forehead usually indicates a person's intelligence. Ideally, the ears should be far apart, and the forehead should be long and high.**

2. *Middle zone* **- from the eyebrows to the base of the upper lip. If the middle zone of the face is long with a high forehead and a long lower zone, the person has noble**

qualities. If the middle zone is too long compared to the others, the person may be arrogant, but endowed with an enterprising spirit.

3. *Lower zone* **includes the area from the base of the upper lip to the bottom of the chin. If the lower zone is longer than the other zones and at the same time strong, wide and possibly fleshy, this indicates success and prosperity in life. If the chin is long and pointed, the person probably needs to change his outlook on life and learn to get along with others. People with a lower zone of this type should pay attention to science or philosophy, as well as the humanities, where they can find more spiritual knowledge. A long and wide lower zone indicates a person who pays great attention to physical qualities. Too narrow a lower zone indicates that a person is more concerned with the inner world than the physical side, and in matters of love he is characterized by a rich imagination.**



Three main zones of the face

The meaning of the shape of the forehead, eyebrows, nose, eyes, ears, mouth

The meaning of the height and shape of the forehead

The forehead indicates intellectual abilities. The analysis takes into account the height and shape of the forehead:

- *a high forehead indicates high intellectual abilities;*

- *a high and wide forehead is characteristic of a philosopher;*
- *a high and narrow forehead indicates an analytical mind;*
- *a low forehead is usually found in practical, direct, spontaneous people;*
- *a convex forehead indicates observation and diligence;*

- *a straight forehead indicates caution, prudence, and good concentration;*
- *a concave forehead is found in good listeners, considerate people.*

The Meaning of Eyebrow Shape

- *Raised eyebrows indicate ambition.*

- *Lowered eyebrows indicate submission and resignation.*

- *Widely spaced eyebrows are characteristic of easily adaptable, easily influenced people.*
- *Fused eyebrows are common in people who are full of energy.*

The meaning of eye shape

- *Round eyes indicate naivety and gullibility.*
- *Oval eyes indicate insight and kindness.*

- *Slanted eyes are typical of secretive, self-indulgent people.*

- *Wide-open eyes indicate trust and friendly disposition.*

- *People who are prone to intrigue and envy have eyes with drooping eyelids.*
- *Narrowed eyes can indicate interest or suspicion.*

- *Wide-set eyes are characteristic of self-confident, broad-minded people.*
- *Closely spaced eyes are found in people who are responsible but narrow-minded.*
- *People with bulging eyes are those who are well-spoken, resourceful and witty.*

- Deep-set eyes are characteristic of people who speak slowly and are stubborn in their beliefs.
- Neither bulging nor deep-set eyes make for convincing speakers and good listeners.

The Importance of Nose Size and Shape

- A large nose indicates aggressiveness, experience, and sophistication.
- A small nose is found in quiet, modest, unpretentious people.
- A thin nose indicates nervousness and irritability.

- A wide nose indicates verbosity and carelessness.
- A long nose is typical for caring, restless people.

- Cheerful people have short noses.
- A nose with a high bridge and a hump is found in energetic, inquisitive people.
- A straight nose indicates balance, thoroughness, and organization.
- A short and snub nose belongs to friendly, secretive, hardworking people.

The Importance of Ear Size and Shape

- Intellectuals tend to have big ears.
- Small ears indicate people who have a natural sense of smell and are instinctive.
- Ears longer than wide are typical of enthusiastic, impractical people.
- Ears that are wider than they are long belong to very practical people.
- Pointed ears indicate that their owner is dexterous, cunning, and turns a blind eye to everything.
- Large earlobes belong to independent, intelligent, energetic people.
- Small earlobes indicate dependence and lack of initiative.

- Earlobes are absent in unresponsive people who have no purpose.

- *Ears that are closely attached to the head are characteristic of people who plan everything ahead, are economical, and thrifty.*
- *Ears that stick out are usually characteristic of original thinkers.*

The Importance of Mouth Size and Lip Shape

- *A big mouth is typical for generous, magnanimous, extravagant people.*
- *A small mouth indicates selfishness and stinginess.*

- *A curved upper mouth indicates a cheerful disposition.*
- *A downward-curved mouth indicates discontent.*
- *Large lips are seen in hedonists.*
- *Thin lips indicate low emotionality.*
- *Straight lips belong to people who are prone to self-control.*
- *Curved (wavy) lips indicate changeability.*
- *A protruding upper lip is typical of critical people who tend to exaggerate.*
- *A protruding lower lip indicates delicacy and tact.*

- *In profile, the lips are equal in limited, assertive, illogical people.*

The Importance of Chin Size and Shape

- *An elongated chin indicates stubbornness.*
- *A short chin indicates a changeable character.*

- *A pointed chin is typical for enthusiasts.*
- *A deep split chin-line is seen in egocentric people.*

- *A double chin belongs to friendly, self-indulgent people.*

- *A receding chin is seen in people who love to argue, are impatient, and are trivial.*
- *A blunt chin speaks of firmness, almost dispassion, but behind the calmness hides a lively character.*
- *A protruding chin belongs to cautious, purposeful and stubborn people.*

Physiognomy is a complex process of studying personality and the reliability of the conclusions directly depend on the complex interpretation of all facial features. Also, when analyzing, it is necessary to take into account that personality is subject to change as a result of reaction to the outside world, and the use of modern cosmetology allows you to change the natural features of the face.

Transactional Analysis and Scripting

Transactional analysis is a unique method of personality research using various practical technologies used in psychotherapy, pedagogy, in organizations and enterprises, as well as in law enforcement agencies. The essence of the analysis is that any person in any communication situation manifests itself in one of three positions: P (Parent), V (Adult) or D (Child). Consequently, on the basis of transactional analysis, the development of many situations can be predicted. Knowledge of this technology allows one to predict the behavior of the interlocutor, and therefore, to secretly program him to perform the necessary actions.

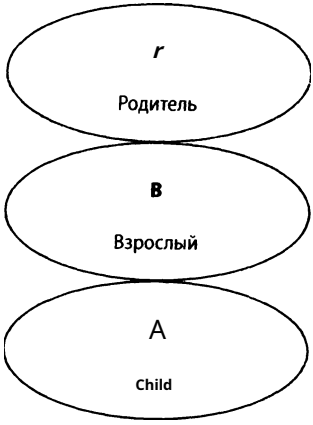
The author thanks Igor Vyacheslavovich Simdyanov for permission to use the material from the book "Social Engineering and Social Hackers" (St. Petersburg: BHV-Petersburg, 2007).

I (Ego)-state

Let's take a closer look at ourselves, or rather at our behavior. The alarm clock rang in the morning, but we really don't want to get up... And we think: should I sleep for another hour, well, I'll be an hour late for work, no big deal... This is what the Child sitting in you thinks. But it doesn't think for long, because the formidable Parent is attacking it: "How can I sleep, are you crazy? Your employees will come to work before you, and you'll be late?! That's inappropriate." And then the third interlocutor enters the dialogue - the Adult, who says something like this: "Well, there's nothing inappropriate, I'm the boss. But today I really need to be on time, because there's a meeting." Based on approximately such observations, the famous psychologist Eric Berne proposed his system of human ego states (or I-states). As you already understood, these three I-states are called like this:

- **Parent;**
- **Adult;**
- **Child.**

And schematically the structure of human personality according to Berne 2isois displayed as shown in the figure.



Three ego states of personality3

Let us observe the manifestations of these three hypostases of each of us. Here is a scientist giving a report at a conference: he speaks confidently, businesslike, pointing a pointer at posters. . . This is, of course, an Adult. But then he is asked a question that he cannot answer, and he takes offense at the person who asked this question, and, sitting down next to him after the report, sullenly remains silent. This is already the Child awakening in him. But then he himself has noticed some nonsense in the report of the next speaker, and asks a question in a grumpy voice: "But tell me, why did an extreme point suddenly appear on this curve? As far as my experience allows me to judge. . . ." This is a Parent. Moreover, a Parent taking revenge for the Child offended a few minutes ago.

For all our desires, for our "I want", for intuition, for pranks, for sexual desires, etc. - the Child is responsible. For the fact that

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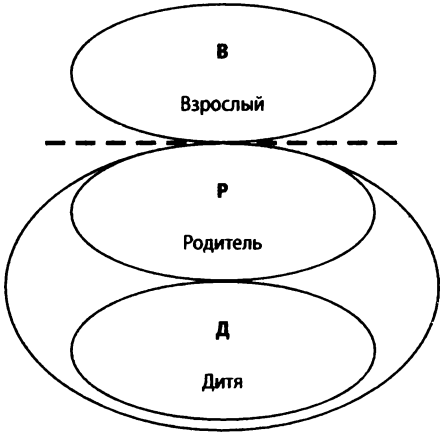
2**E. Berne is an American psychotherapist and psychologist, founder transactional and script (scenario) analysis. -***[]rom. auth.*

3**Those readers who are familiar with the works3. Freud is easily recognized in the ego states of E. Berne, a parallel with Freud's Id, Ego and SuperEgo. Id is the Child, Ego is the Parent, SuperEgo is the Adult.**

we must do, - the Parent answers. And the Adult is responsible for thinking over and making decisions. A normally developed personality has all three I-states, and a happy personality also has them in harmony with each other. Let me give you an example. Let's say I get creative satisfaction from writing these lines now. This means my Child is satisfied. The Adult has done everything to satisfy the Child's desire: he made arrangements with the publisher, collected the material, thought it over... And the Parent, who says: "You must write this," is also satisfied - I am writing, why should he be indignant... Thus, this is exactly the case when want (d), should (M) and need (N) (in the sense of expedient) coincide. Now let's see what happens when one of the parts of the personality is blocked.

Adult Blocking (A-Blocking)

The personality structure of such a person is shown in the figure.



B-Blocked Personality Schema

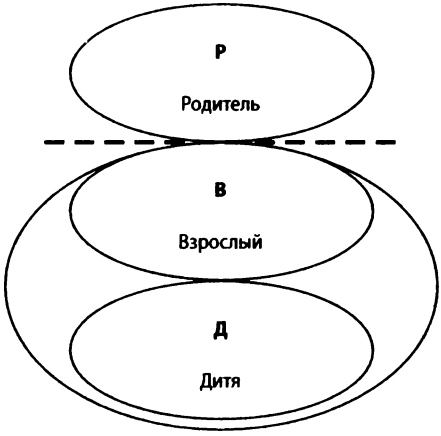
This is a person who lacks an Adult. He is constantly torn apart by contradictions, because in the structure of his personality there are only a capricious Child and a cruel Parent. Such people usually say: "I knew that this should not be done, but somehow it turned out this way...". In general, the proverb "Without a king in the head" is about them. People with B-blocking most often fall under someone else's influence. As a rule, bad.

And, most importantly for us, such people are the main target of social engineers, because influencing such a person is a piece of cake.

A very typical example of people who have their Adult blocked is alcoholics. And they are also a tasty morsel for social engineers, because to get such a person to talk, all you need is a shot of vodka and a mug of beer. And now you are best friends with him, and you can tell your best friend anything. Social hackers know very well that all alcoholics are chatterboxes. The difference between them is only in the dose of alcohol consumed. And managers should think three times whether to entrust a person prone to alcoholism with any important and confidential matters: a secret in him is kept only until the first shot.

Parental Lock (P-Lock)

The personality structure of such a person is shown in the figure.



Personality schema with R-blocking

Such a person has the Parent position completely blocked, and his Adult works only for the desires of the Child. Simply put, this is a person without brakes, it is extremely difficult to communicate with him, because for him, except for his "I want !!! !", nothing exists. It will also not be a mistake to say that these are people who have no conscience, because they do not have a Parent, who is our

conscience. People of this type are also very good as a target for social hacking, because, for example, they take bribes very easily. In general, if you find a way to please the Child of such a person, he is yours. Just keep in mind that it will not last long, because the desires of the Child change very quickly.

Often people with R-blocking can be seen among the children of rich parents, who from childhood allowed their offspring to do whatever they wanted, including running over people on the road with impunity, driving their cars drunk. The only thing that makes me happy is that the parents of such children will also, in the end, suffer their well-deserved punishment, because for such a child even killing his parents is not a very difficult matter, which often happens, sometimes in the literal sense of the word. A person of this type immediately stops contact with anyone who does not satisfy his eternal "I want"). One such "son", for example, hit his high-ranking mother with a frying pan after she made a remark to him for the first time in her life.

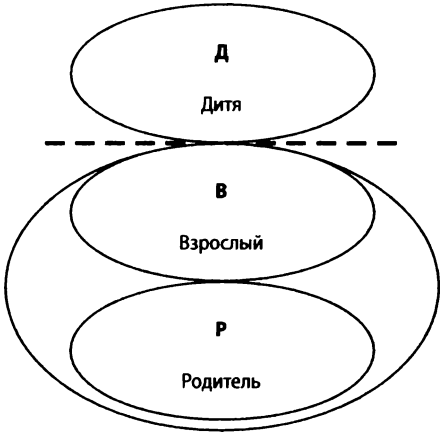
Note

There are many people with R-blocking in the criminal world. The mechanism of their entry into the criminal environment is simple: instead of acquiring some skills, they spend their time on constant discos, vodka, etc. And when the time comes to "pay the bill", it turns out that there is nothing to pay with, no skills, but they want to get pleasure. And all at once. And they do not find anything better than to join some criminal group. Almost all "scumbags" are people with a blocked Parent. There are many such among drug addicts. About 75%. The remaining 25% are people with B-blocking, who became drug addicts under someone's influence.

Child Blocking (D-blocking)

People with D-blocking are people who have a blocked Child, and their behavior is determined mainly by the actions of the Parent-controller, who interferes in everything, not allowing the Adult to assess the situation normally. These are people who do not know how to joke, play, rejoice, have fun, cannot be happy. After all, it is the Child who is responsible for happiness,

whose position is blocked for them. In life, such people are guided by the principle "Whatever happens >> and strictly, to the point of madness, follow all possible instructions. There are many such people in the army, among teachers and some middle managers. The personality structure of such a person is shown in the figure.



D-Blocked Personality Schema

There are cases of hypertrophy of one of the conditions, and the other two are at an embryonic level, since that highly developed condition does not allow the other two to develop. These pathologies are called P-, B- and D-exclusivity.[4] sootresp. Sometimes the term "P-, B- and D-constancy" is used ("constancy" - because these states are constantly present in a person, regardless of the situation).

R-exclusivity

The person has an exceptionally developed Parent. What does this mean? This is a personality that instantly suppresses all manifestations of the Child (feelings, games, admiration, etc.), and the weak Adult cannot prevent this. Usually these are inveterate moralists,

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[4] ***The term "exceptionality" here has a double meaning.load. Firstly, this shows that one of the states is "exceptionally developed", and secondly, this developed state "excludes from development" the other two.***

who do not recognize any fun, parties, sex, etc. This does not mean that they never have sex or do not participate in parties. No, sex is present in their lives, but rarely, exclusively in order to conceive a child, because they know that "any parent must have a child." And they engage in this "dirty business" with disgust. They go to parties if there are good reasons for this. But at the same time they look at those having fun with obvious condemnation, it is possible that they will also lecture someone. Such a person constantly beats his Child, sometimes to death.

From the above description it may seem that a person with the R-exception is some kind of formidable creature, tyrannizing everyone. This is not quite so. Tyrannizing, perhaps. Everyone, and himself. But formidable - not always. This can also be a pretty woman who always blames herself for everything and does not allow herself a minute of entertainment: she does not like company, does not drink even light wine, has never skipped classes, went to them even when she was sick. She treats sex as an unpleasant duty that must be performed from time to time, etc. And she demands the same from everyone else.

B-exclusivity

Imagine a thirty-five-year-old programmer whose element is circuits, computers, programs... That's all. On the one hand, he is deprived of cheerfulness, spontaneity and charm (the Child position is suppressed), on the other hand, he cannot show indignation even when it is necessary to do so (the Parent position is suppressed). He is capable only of planning, processing data and writing programs. This is an example of a person with B-exceptionality.

D-exclusivity

These are, as a rule, narcissistic-impulsive people who love only themselves, in all their manifestations, and only fun (and all other emotions) for themselves. They believe that everyone should amuse them. Such people have only feelings in life, fun, joy or sadness, crying or laughter. . . The important thing is that all these emotions come only from the state of the Child, and are controlled only by this state.

What does transactional analysis give to a social programmer?

So, what does transactional analysis give to a social programmer? Without exaggeration, a lot. Because, in essence, transactional analysis says that any person in any communication situation manifests itself in one of three positions: P (Parent), A (Adult) or C (Child). Let us repeat once again due to the importance of the moment: any person and in any situation. His social status, education are not important: be it a trader in the market, a top manager of Gazprom or a malicious recidivist.

Based on transactional analysis, the development of many situations can be predicted. You must agree that this is very important for a social programmer (engineer). Of course, the correct definition of the position in accordance with which a person communicates is a kind of art that comes with experience. Such knowledge allows you to predict the behavior of the interlocutor, and therefore, secretly program him to perform the necessary actions.

Let us give some examples of the application of transactional analysis.

How to get an appointment with the boss?

Very often, subordinates, when seeking an audience with their boss, say something like this:

- Hello. I am Petrov from the TU and DM department. Can I come in?

Or:

- Excuse me, am I disturbing you?

Or:

- If you have time to listen to me... Or:

- Can I discuss a few issues with you?

And so on. So, from the point of view of transactional analysis, all these options for entering the boss are not suitable. Because in all of them the visitor occupies position D, i.e. initially losing. Because, even if he enters, then, most likely, he will hear a lot of instructive things. In the sense that the boss will lecture a lot and for a long time. And how should it be done? Just ask:

- May I come in?

And that's it. Because in this case you send your boss a stimulus via the B-B line, and most likely he will answer you via the same line: he will allow you to come in. And if he answers that he is busy, then he really is busy.

Just remember that the tone of your address should also be “adult.” Because in words you can ask “May I come in?”, but you can say it in the pleading tone of a beaten dog, thereby again putting yourself in the position of a “foolish Child,” and the boss in the position of a “formidable Parent.”

How to get past the security guard?

A frequently occurring problem. We are guilty of this, we often do it ourselves, and not only when someone asks us to check the security for vigilance: passes are often issued for a long time, and it happens that it is much easier to get into a serious organization than into some kind of "fly-by-night" office.

In order not to describe all possible options that are often chosen "on the spot", I will give one common dialogue. Let's say the guard has a bandage or a cut on his arm (head, legs - it doesn't matter). In 90% of cases, in order for him not to ask for a pass, it is enough to simply ask him:

- Well, is your arm healing little by little? Well, come on, hurry up. get well soon .

And at this time, go through. Never go through security as if you need to go through it. Of course, I have given the simplest option: we are not considering cases when there is an access control system in the room, etc. But the general meaning is approximately the same everywhere: you transfer the guard from the Parent position (in which he should be according to the "service instructions") to the Child position. And this is one of the most general principles of social hacking. Because in the D position, people are not capable of thinking rationally. But they are very susceptible to pity, admiration, flattery, curiosity, etc.

Example of personality structure "X"
from the point of view of transactional analysis (Z. Berne)

In decision-making, the ego state "Adult" is guided: Thinking is structured, algorithmic. The Adult position is stable and dominates in intellectual discussions with authoritative and proven experts who share his convictions and have an identical ideological core. With others, the Parental model comes into play. For successful negotiations with X, it is necessary to maintain the "Adult-Adult" position.

Strong Parental position of mentoring, demanding. In the FB profile and comments roem.ru speaks from the position of the Parent, often puts himself above another person, feeling that he is stronger and smarter, he has more rights, and he can tell who, how and what to do.

In emotionally charged discussions with opponents, the ego state "critical Parent" dominates. The manner in the conflict is aggressively didactic, the opponent appears as a Child. Appeals to intellectual inadequacy, inconsistencies in beliefs and actions, inconsistency of reasoning. Patterns of parents are reproduced, who, being engineering and technical workers, apparently resorted to this kind of argumentation.

The Child ego state does not manifest itself in public and is generally suppressed, intuition is weakened. The Child position can be manifested in relation to religious authorities, in the creative process, in relation to older generation scientists and technicians. Bringing an object to this position is applicable for pressure, but is associated with risks if the manipulation is obvious.

The example was completed by students of the course "Intelligence Analysis of Information".

An example of a psychological portrait of a person

An example of a report completed by students of the course
"Analysis of intelligence information"

https://r-techno.com

Course leader: Romachev R.V.

XXXXX Alexander Yuryevich

PSYCHOLOGICAL PORTRAIT

Date of birth: February 01, 1973
Nationality: Jewish
Marital status: married, two children
Field of activity: IT technologies
Temperament: sanguine
Behavior type: introvert

Content

1. Strengths and weaknesses
2. Relationships with people
3. Goal Achievement and Decision Making Style
4. The influence of national psychological characteristics
5. Motivation

Strengths and weaknesses

Strengths	Weaknesses
• *Leadership*	• *Vanity*
• *Determination*	• *Stubbornness*
• *Developed entrepreneurial spirit*	• *Lack of charisma*
• *Ability to persuade*	• *Plays successfully only in a team*
• *Secretive*	

XXXXX A.Yu. belongs to the authoritarian type of leaders, who are characterized by decisiveness, sometimes bordering on stubbornness. The lack of charisma and confidence in personal communication is compensated by demonstrating intellectual superiority, which, being an advantage,

can be used against him if this superiority is taken away.

Endowed with the ability to persuade. Skillfully identifies the main strategic tasks and effectively solves them. Quickly adapts to new conditions. Developed enterprise and administrative skills allow him to organize effective work in a team. Demands that the environment shows that he is needed. Dependent on manifestations of a positive assessment of his activities, positively vain and loves flattery. In interpersonal contacts, he prefers to be reserved.

Relationships with people

From open sources it was revealed that XXXXX A.Yu. does not like to work alone, is a team player. In any project, first of all he creates a team, and then plays with it for the result.

According to reviews, XXXXX has the reputation of being an "authoritarian leader with democratic manners." At the same time, he is inclined to long-term reliable friendship, cohesion in a group of like-minded people, and developed mutual assistance.

Prone to anxiety and restlessness, as evidenced by hand movements, a habit of fiddling with objects, excessive nodding during conversations, which was revealed during the analysis of video recordings of public speeches for the period from 2000 to 2021. During interviews, he often uses closed postures (crossed arms, legs), which is an indicator of discomfort and stress during public speaking on camera.

XXXXX A. Yu. formulates his statements in essence, with a deep understanding of the essence of the questions. At the same time, in conversations with the interviewer there is often an element of uncertainty, expressed in frequent questions at the end of declarative sentences. XXXXX speaks quickly, sometimes incoherently, with rare stuttering. Speech is fragmentary, with pauses; which allows us to assume a subconscious reluctance to share his conclusions with the interlocutor: According to colleagues, in personal communication XXXXX is reserved and secretive.

All this defines XXXXX as an introvert and allows us to assume that the person is not ready to talk about personal topics, does not like long conversations, and is also more inclined to listen to talk to your interlocutor rather than to speak yourself.

Achieving goals and making decisions

An analysis of the facts from the biography showed that XXXXX is endowed with a developed entrepreneurial spirit, allowing him to extract maximum benefit from the situation. He makes decisions quickly, organizes his activities by setting priorities wisely.

Behavior defines XXXXX as a person who is not so sociable as he is subject-communicative. XXXXX knows how to make the right acquaintances, is able to manipulate people to achieve his goals.

Resistant to the influence of others, able to ignore criticism. Defends his position and important decisions, even if his opinion is at odds with the majority, including close people. Intellectually developed enough to oppose his own position to the opinion of highly professional colleagues, i.e. able to formulate it convincingly and present it logically.

Prevents or avoids interference from others in his/her own activities and the work of the team, including interference from investors, political players or groups of officials.

Analysis of national psychological characteristics

For XXXXX A.Yu., as a representative of Jewish nationality, increased resistance to changes in external conditions is characteristic: social, political and economic, as well as flexibility and the ability to transform, which was enhanced by family relocations and living in different cities and countries. Has increased resistance to conflicts.

XXXXX is capable of maximally mobilizing himself to achieve and implement goals. Inclined to patriotism.

He is proud of his origins, parents and family, which he has stated many times in personal conversations.

He is distinguished by a strong love of life, and in certain situations, self-confidence and impudence.

From early childhood he was involved in the exact sciences, loved to read science fiction, which later allowed him to think creatively, limiting himself only to the laws of physics and logic. Most of his hobbies were centered around information technology, which indicates a significant share of introversion in his character.

Motivation

Aims to increase the efficiency of any activity, both domestic and professional. Tends to compare himself with other people, values awards and other elements of social recognition. Feels comfortable where he can exert intellectual influence on people and have an authoritative opinion.

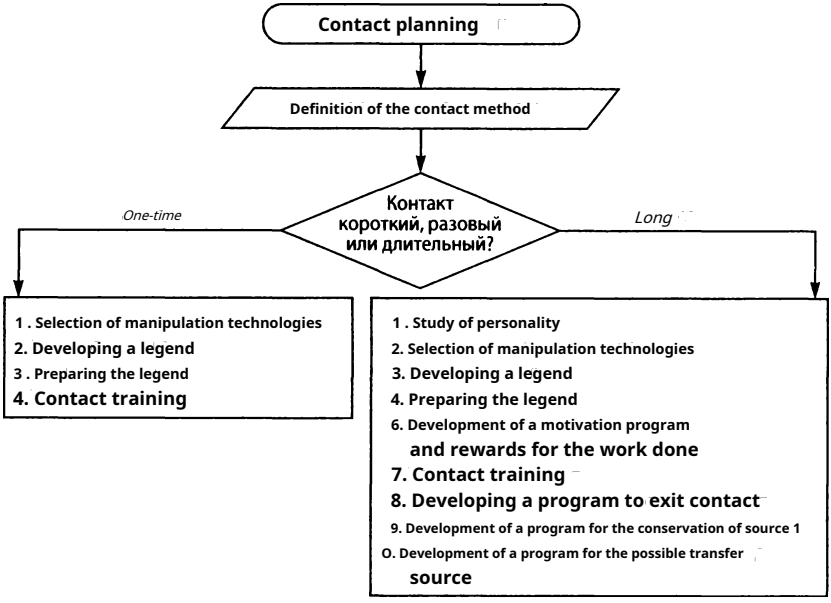
Chance meetings, for example, with an employee of a competing organization, at an exhibition or conference, will not provide a preparatory period. The ability to quickly read signals in a person's behavior is very, very important at such moments. Often in such situations, you can count on information related only to the agenda, for example, the topic of an exhibition or conference. You can quite calmly ask your interlocutor what he thinks about a new product or new technology, but a question about delays in salary payments can baffle and frighten him, thereby closing the contact. Therefore, try to "take off" all the information that concerns the agenda, all the "signals" that the interlocutor sends with his behavior, and naturally get his contact information for further communication.

Thus, all contacts for the purpose of obtaining intelligence information can be divided into 2 types:

1. *One-time (random);*
2. *Long-term (periodic).*

PLANNING TO ESTABLISH CONTACT

The task of obtaining information from a person implies communication, which can be either one-time or periodic: weekly, monthly. That is, if the task is to determine the operational reputation of a company in order to identify the level of risk of cooperation with it, then it is solved by one-time calls to sources, for example, clients and suppliers, or former employees. After completing such a task, those contacts from which the information was collected will most likely never be needed in your life, moreover, since the task is operational, there is no need to waste time on drawing up a psychological portrait of a potential source. The most important thing in such contact is to apply reinforced concrete manipulative technologies that will work and give a result.

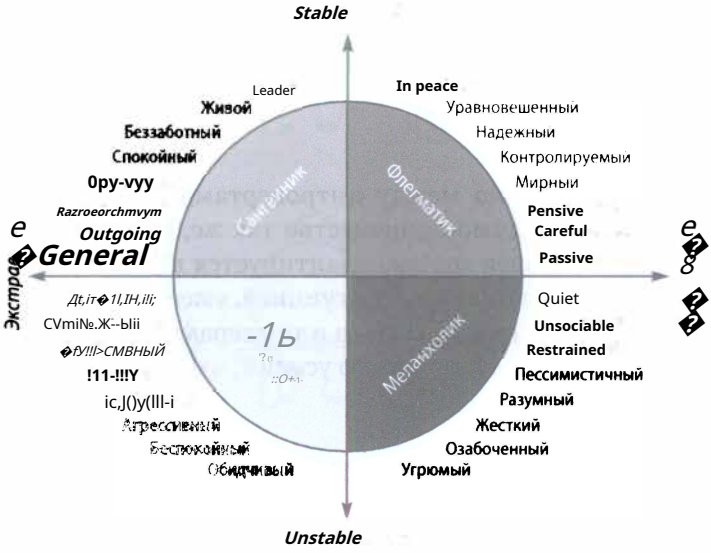

Contact planning
Definition of the contact method
Контакт короткий, разовый или длительный?
One-time
Long
1 . Selection of manipulation technologies
2. Developing a legend
3 . Preparing the legend
4. Contact training
1 . Study of personality
2. Selection of manipulation technologies
3. Developing a legend
4. Preparing the legend
6. Development of a motivation program and rewards for the work done
7. Contact training
8. Developing a program to exit contact
9. Development of a program for the conservation of source 1
O. Development of a program for the possible transfer source

Algorithm for preparing for contact

It is a completely different matter when it is necessary to use sources regularly, for example, in a monthly survey of industry experts, etc. In such a case, you will most likely need

and personal contacts, and an understanding of who you are communicating with, that is, a psychological portrait, and a personal motivation system. For these purposes, you cannot do without a thorough study of the personality.

MAIN PERSONALITY PSYCHOTYPES



Eysenck circle

Introverts

- *They speak quietly, their voice is calm.*
- *Slow and unnoticeable.*
- *They don't seek communication – they are taciturn, which is why they have few friends.*
- *Very prudent and cautious. Introverts, due to their character traits, choose work that does not require constant communication with other people. These are good programmers, scientists, laboratory assistants, analysts, accountants, financiers, designers, architects, writers.*

Extroverts

- *They really love noisy events.*
- *Open and welcoming, with expressive facial expressions, they gesticulate a lot.*
- *They do not like solitude and loneliness.*
- *Quickly switch attention.*
- *Sociable.*

It is important for extroverts to work in a company, to communicate with people. They are excellent salespeople, actors, teachers, journalists, diplomats, trainers, doctors.

Ambiverts

This is the middle link between introverts and extroverts. An ambivert needs solitude as well as social interaction. Such a person adapts well to circumstances, is flexible, has a strong intuition, and knows how to find a common language with people of different characters and temperaments. On the other hand, an ambivert puts a lot of effort into making a choice.

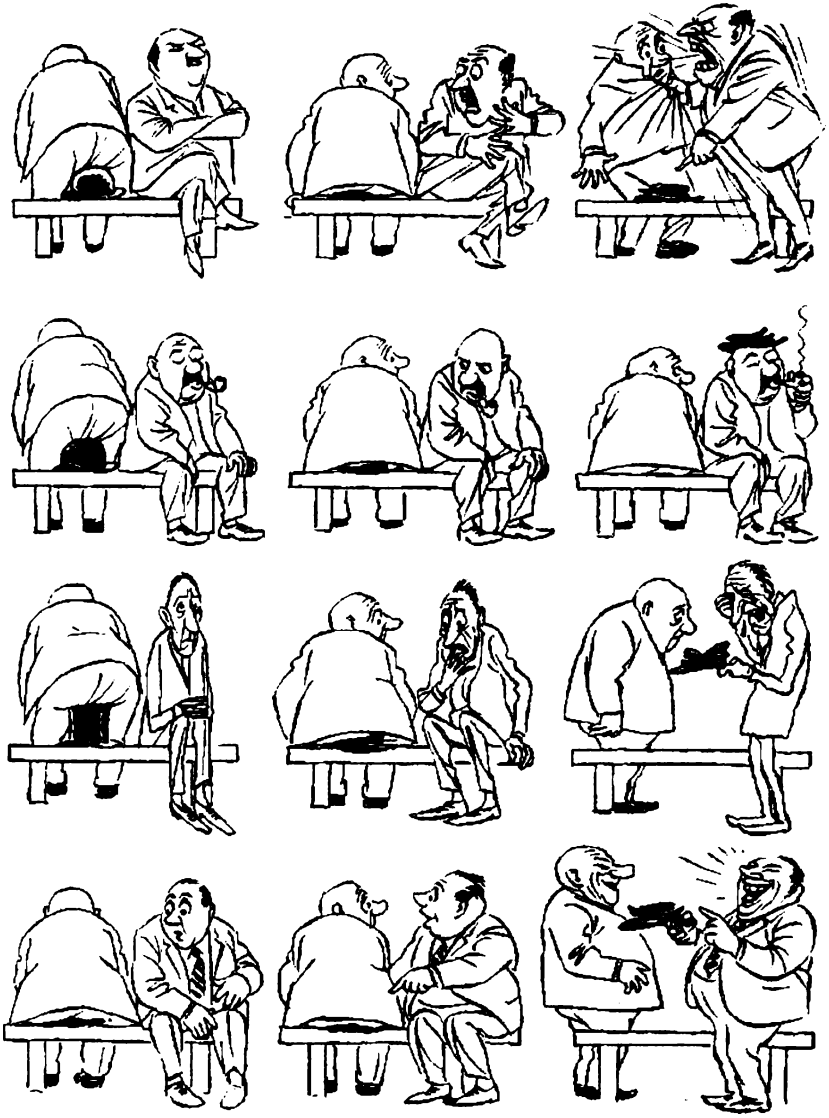
METHODS OF ESTABLISHING CONTACT BY TEMPERAMENT TYPE

The first contact is very important for communication, if it fails, the connection with the source may be lost forever. The importance of the first contact is extremely high, especially in the case when this source is the only one. For long-term contact it is necessary to clearly define the psychological portrait of the personality, since only certain keys of "access" are suitable for each temperament.

Approach to a choleric person

Choleric - a person with a very impulsive temperament. When in contact, it is necessary to speak loudly enough. Cholerics love sincere compliments, do not tolerate criticism and arguments in raised tones. They like to give instructions on what can be used, asking to show how, in his opinion,

something needs to be done. They actively, enthusiastically and with scope take on a new task, but soon interest in it may subside. These people are extroverts, and often find themselves in conflict situations situations.



A caricature by H. Bidstrup on the subject of how people will behave in one and in the same situation choleric, phlegmatic, melancholic and sanguine

To interact with a choleric, one must take into account the peculiarities of his difficult character. He is self-confident and sometimes authoritarian, is not afraid of difficult situations and does not get lost when faced with difficulties, thinks over his decisions for a long time, but then strictly follows them, does not accept other people's objections.

Such people are always active, easily inspired by new ideas, and find it difficult to sit still. Cholerics are conscientious and try to be fair. However, in communication they can sometimes be harsh, rude, and sometimes even cruel. Other people's complaints irritate them.

Approach models

1. *"Student" is a person who needs new knowledge and experience, and allows the interlocutor to open up by sharing his own developments and skills.*
2. *"Industry journalist" - an employee of a media resource who covers successful people and projects in the industry in which the interlocutor works.*
3. *"Help" - since he is a man of action, therefore he is the best fit for carrying out orders or requests. Also, their successful implementation will help him to assert himself once again.*

Approach to a phlegmatic person

Phlegmatic people are slow by nature. They make decisions extremely slowly. They do not like surprises, so it is necessary to inform them in advance. They do not like imposed opinions or demands for certain conditions. For a phlegmatic person, only their own choice exists. They do not like to show feelings and emotions. They are quite critical when assessing their capabilities, so they require external support.

They like to listen more than to talk. They are wonderful listeners, you can tell them everything, and it will remain between you. In communication, they are imperturbable, it is almost impossible to get them angry, you have to try very hard to do this. They do not show their feelings outwardly, although inside they certainly have them.

They are quite good workers, but they do their job slowly, thoughtfully and efficiently. You shouldn't rush them.

When communicating with a phlegmatic person, avoid lies and flattery, do not impose your or someone else's opinion - he solves problems in his own "internal" way.

Making friends with a phlegmatic person can be difficult. He is not a supporter of frequent acquaintances and noisy companies. In relationships, as in business, he values stability and constancy, tested by time. On the other hand, people of this type adapt well to new conditions and can find a common language with anyone.

Approach models

1. **"Message". Phlegmatic people are slow, so they need time to think about questions. An email or a message in a messenger is the best option so that the interlocutor does not rush and can think about his answer.**
2. **"Talking Bird" - talk a lot, tell the background of your appeal, the difficulties you had to experience, etc. As already mentioned, phlegmatic people love to listen.**
3. **"A shared hobby" - phlegmatic people love "quiet hobbies": fishing, construction, collecting, etc. Conversations and spending time on a shared hobby can help to establish stronger relationships.**

Approach to the melancholic

Melancholics are anxious, suspicious, capricious, vulnerable, introspective, like to complain, and are easily offended. Most of them are introverts. They are shy, indecisive, easily complexed, and prone to low self-esteem. Therefore, approval from other people is extremely important to them. They are the least punctual.

The psychology of melancholics is such that in favorable conditions they can work successfully and realize themselves. But when external influences are too strong, they become lost, their strength runs out and their hands drop.

These people are forgetful, prone to manipulation through complaints and tears. They are often perfectionists - they are upset by everything that is not ideal in their view of the world, they have the ability to dramatize and complicate events and phenomena.

Positive qualities of melancholics: neatness, attentiveness to details (provided there is a heightened personal interest), scrupulousness, loyalty, devotion, increased empathy.

When communicating with melancholics, you must first of all take into account that they are very vulnerable people. If they sense something offensive in your words, they may withdraw and worry for a long time. Therefore, it is not easy to get close to them. When communicating with a person, they prefer to keep him at a certain distance.

They are very dependent on what others say or think about them. At the same time, they themselves easily express negative opinions about someone behind their back, but they cannot stand it when it affects them.

Approach models

1. **"Spyglass" - choose a topic of conversation that does not touch upon the melancholic's immediate environment and himself, but only those who are far enough away from him. For example, ask not "what's going on in your department?", but "how does the company's management react to the department's activities?"**
2. **“Relaxer” - create such external conditions in which the interlocutor will not feel anxious, for example, talk in a movie theater before a show.**
3. **"Interest" - melancholics "come alive" when they feel a genuine interest in things or events. Try not to put pressure on them, but to interest them. To do this, you need to have complete information about the melancholic in order to know what is important to him. To win his favor, you need to learn to accept his silence and isolation not as a refusal to communicate, but as a natural characteristic that cannot be changed.**

Approach to a sanguine person

Sanguine people are sociable, emotional and fickle. One moment they are keenly interested in a conversation, and the next moment they are bored and moping. They need encouragement.

and positive assessment, for which they are ready to "move mountains", which can be used quite effectively in manipulation. They cannot stand boredom, they love to be surprised. Sanguine people very quickly switch from one hobby to another.

They are very sociable, easily enter into conversation and exchange opinions. As a rule, they accept themselves as they are, they have no complexes. This does not mean complacency, they just treat themselves with humor.

Sanguine people do not like to admit their mistakes, it is difficult for them to do so. You should not start long boring conversations with them, they start to get bored, they want to move on to another topic.

Approach models

1. *"Industry journalist" is an employee of a media resource who covers successful people and projects in the industry where the interviewee works.*
2. *"Flatterer" – pointing out the shortcomings of others and the merits of the interlocutor.*

Recommendations from illegal spies

In their book "Networking for Intelligence Officers" (Moscow: Eksmo, 2021), E. Vavilova and A. Bezrukov provide the following classification of types of people and methods of establishing contact with them:

<<Great Communicators»

Talkative people who are ready to talk to you themselves. They are distinguished by a smile on their face and a desire to communicate with someone, which can be read in their eyes. A response smile and a nod of the head can serve as a signal for contact with this type of people.

"Centers of Attention"

They are distinguished by their exclusive clothing, "artistry" in behavior, original choice of tie, socks, jewelry, etc. The key to starting a conversation with such people is a compliment.

"Controller"

He has a serious look, a concentrated gaze, and is often a perfectionist. At the first contact, it is necessary to make it clear to the interlocutor that you also value

Translated from Russian to English - www.onlinedoctranslator.com

order, and make a critical comment about a common problem, such as a flight delay. This will serve as a trigger for communication.

Example of establishing contact

- Yes...I myself can't stand dirty shoes.
- I don't care about your shoes.
- And yet, you don't like it. It's written in your

on the face.

From the film "Moscow Does Not Believe in Tears" (directed by V. Menshov, 1979)

{{Closed"

One of the most difficult types for the first contact, since in relation to the whole world he is in a "circular rotation". The first communication is similar to the communication of a psychotherapist with a patient, in which your main task is to calm him down.

Source and I

Know thyself (Know thyself)

Having studied the source for the upcoming contact, it is also worth considering your psychological characteristics. It is obvious that it will be quite difficult for two introverts to start a conversation, at the same time, as they say, "opposites attract". If your team consists of several employees, then it is worth carefully choosing an interlocutor.

It is also necessary to remember other circumstances that may harm the establishment of contact, for example:

1) *personal and family circumstances* - the presence of jealousy wives, may affect the personal and family relationships of an intelligence officer in the event of his contact with a young, beautiful person;
2) *external charisma and neatness* - the presence of a menacing appearance, lack of teeth, scars on the face, bad breath, a painful condition, all this will push your interlocutor away from contact;
3) *other factors* - religious, linguistic, ethnic, etc.

Psychological techniques to establish contact

1. ***Eye contact.*** *At the beginning of an acquaintance, pay attention to the eye color of one of the people present. This technique helps to achieve optimal eye contact, demonstrating your friendliness and self-confidence to your interlocutors.*
2. ***Dale Carnegie method.*** *To win over any person, even someone you barely know or someone with whom you have a bad relationship, you need to find their virtues and positive qualities, and then simply tell them about it. For example: "You know, you are probably one of the few people I know whom I respect for their willpower and adherence to principles." Just imagine that someone you know will say something like that to you. Think about what kind of attitude you will have toward this person after such words.*
3. ***Ask for something.*** *Ask your interlocutor to give you something, something very simple: a napkin, salt, sugar, a pen, a light. The person who provides the service, on a subconscious level, decides that he treats you well, so he went out of his way to do it and will do it again.*
4. ***Mirroring gestures.*** *Mirroring gestures, posture or facial expressions will help you quickly gain the trust of your interlocutor. Even if the person does not notice it, because of the familiar gestures he subconsciously sees himself in you. And as a rule, people treat themselves well. The main thing here is not to overdo it.*

FIRST AND SUBSEQUENT CONTACTS

First contact

On Earth, with a population of about 8 billion people, no two people are alike. The combination of personality types and temperaments creates an infinite number of variants of unique characters. Therefore, it is practically impossible to create a single method that would be suitable for establishing contact with any representative of humanity, but a general understanding of temperaments will help "pick the keys" to establish communication.

Interestingly, animals also have roughly the same types of temperament as humans. There are known experiments to identify rat temperaments, when scientists observed rats searching for a piece of cheese in a maze:

- a choleric rat quickly searches for cheese, rushing around the maze, repeatedly ending up in the same places and in every way showing excitement and indignation;
- a phlegmatic rat searches for cheese very slowly, constantly being distracted by other things (sleeping, washing, cleaning), and eventually finds the cheese;
- a melancholic rat looked for cheese, didn't find it, hid in a corner and sat there;
- the sanguine rat quickly found the cheese, explored the rest of the maze and did other things (for example, went to bed).

Thus, if you meet a person for whom there is not enough information to "read", then during the first contact it is extremely important to complete the puzzle that has not yet come together. For example:

1) ask the interlocutor to write his e-mail for future contact. In this way you will get a sample of his handwriting for future graphological research;
2) ask a colleague to "accidentally" offend the interlocutor and consider the response;
3) "accidentally" drop an object (for example, a pen) from the table and study the response;
4) "accidentally" step on your interlocutor's shoe and study his reaction;
S) ask a colleague to call him during your conversation and study the reaction to the call, etc.

Next contacts

During the second and third contacts, it is necessary to take into account the personal qualities of the source - the level of intelligence, stereotypes of thinking - information about which was obtained during the first communication. Basically, everything is built around the egoistic needs of a person. There are separate technologies for communicating with people with low and average intelligence. For people with high intelligence, educated, self-sufficient, technologies are not suitable - an individual approach is needed.

You must demonstrate your attention to the source as a person and show genuine interest in his personal life and well-being. To do this, you must constantly discuss his personal and professional affairs with him, and if problems arise, then provide the necessary assistance. Despite the fact that an inevitable human closeness appears in the relationship with the ward, familiarity should not be allowed.[5] In this case, you will lose the ability to evaluate with sufficient objectivity both the personality of the source, and his behavior as an informant, and the information received from him.

Example of operational summary for the object "Svetlana"

After talking to her cousin Nina, it was established that Svetlana lies a lot, and on business. And she does it very skillfully, one might even say professionally. Even her relatives have not learned to distinguish where she is telling the truth and where she is not. She has "iron nerves": if caught red-handed, she will defend her "rightness" to the end.

There were many inconsistencies that confirmed her lies. Some of them are:

- **about meeting "Ekaterina", she told everyone different stories: she told her sister that they met on the street, and she told Arkady that she was her old friend;**
- **about her Arabic lessons, she told some that she studies once a week with a highly professional tutor, and to others - exactly the opposite - that she studies independently at home when she has time;**
- **She told her sister that she bought the Chopard set for $1,600, and told others that her brother and parents gave it to her "for New Year." It turned out that she couldn't buy it herself, and neither could her parents. Her mother lives in a village and earns 1,500 rubles a month. Her father, Nikolai, and her brother, Fyodor, work for their cousin, Maxim. The situation at the company is currently difficult and the salaries are low.**

[5] **Inappropriate, sometimes bordering on rudeness and tactlessness of othersdesire and ease of communication with those who are older, of higher rank, or with people you don't know very well.**

It turns out that with their current income, neither her brother nor her parents could give her such a gift.

In addition to everything, Svetlana very clearly pursues her goals, while calmly using people to achieve them. Such cases have been observed more than once.

Having arrived in Moscow, Svetlana tried in every way to maintain relations with her cousin Nina, who had lived in Lyubertsy for a long time and knew the peculiarities of life in Moscow. Nina was constantly surrounded by friends and acquaintances. She calmly introduced Svetlana into her social circle. Thus, Nina introduced Svetlana to Pyotr, with whom she had been dating for some time, even before Arkady. It was in Pyotr's car that Svetlana got her first driving experience in the summer of 2006, accelerating to 220 km/h. Just at that time, the two of them went to a village to see some sorcerer (magician), and even stayed with him overnight. The purpose of the trip is unknown.

Petr is a tall, handsome young man, keen on mixed martial arts and racing. They allegedly broke up because Svetlana stopped calling him and answering his calls. As it later became known, money and material wealth play a more significant role for Svetlana than Petr.

The situation with the Tatler Ball characterizes Svetlana negatively. As it was established, you can become a debutante only once, the selection is very strict. Nina has been involved in ballroom dancing for a long time, and has been attending the Tatler Ball since 2004. As for Svetlana, she would not have been able to pass the casting on her own, especially since there were a lot of candidates in 2005. Out of despair, Svetlana burst into tears. Nina still managed to agree with the head of the competition, whom she knew personally, on Svetlana's participation as a debutante at the Tatler Ball in 2005.

Well, in 2005 she was still interested in me and wanted to communicate with me, and after that she already knew where to take the money and pick up the tickets.

At that time Svetlana was interested in her sister, but now things are completely different. Not only has she reduced communication to a minimum, but she has never even invited her to visit, moreover, she constantly lies to both her sister and her family.

You see, while she needed me, she would always come to us, be friends, communicate, congratulate us on holidays. As soon as she "flew up" the ladder - she stopped caring. She had been congratulating me on my birthday with a short text message for the last 2 years. That's why I was VERY surprised when I received an offer to come to her birthday. Anything incomprehensible scares me, and her sudden change of mood is still incomprehensible to me.

Sister wanted to come visit her several times, but each time she refused. There was no talk of going to see friends or to a club together. After another request Svetlana got off with the phrase: ***"You "there is no place there."*** **Now my sister has stopped imagining interest for her, and Svetlana calmly distanced herself from her. Nina even found out about Arkady, whom Svetlana had been dating for almost two years, literally a month before, on December 25, 2008.**

Svetlana's dismissal from the company OOO "Roga i Kopyta" (Horns and Hooves) owned by her cousin Maxim characterizes her even more negatively. When Svetlana moved to Moscow, her brother hired her as a courier, paying her $200 a month. During the month, Svetlana made approximately 3-4 courier trips. When business began to deteriorate, Svetlana was asked to show up for work as needed. So, for three months, Svetlana came to work only to collect her salary. And when her help was finally needed, she said that she no longer worked there. It turns out that when she came to collect her salary, she came by the hour, and when she finally needed to work, it turns out that she no longer works there at all.

To all of the above, the following can be added:

- *The year before last, Svetlana also celebrated her birthday; her friends Masha, Dasha, and sister Nina were present, and perhaps someone else.*
- *Svetlana's father, Nikolai, for some unknown reason boasts to his relatives that his daughter works in the apparatus of the Russian Government and "makes crazy money." The relatives do not know where Svetlana actually works.*
- *Svetlana's father, having arrived in Moscow, first worked in a construction company, where Nina's father had arranged for him to work, then he laid fireplaces with some acquaintance, and later got a job with Maxim.*
- *Cousin Maxim weighs about 1.30 kg, does not like to be photographed. From conversations it is clear that after Svetlana's actions, he does not like her.*
- *Cousin Nina does not have her own car, she occasionally drives her mother's car. She currently earns about 50,000 rubles. About a year ago, she earned about 30,000 rubles working for a company located in Zyablikovo. She gets very angry when people call her Ninka. She has gained 30 kg over the past 2.5 years. She enjoys dancing and bead embroidery.*
- *Svetlana told her relatives about the car Kam, which I bought myself.* ***"I saved up, took out a loan and bought it."*** *According to her sister, Svetlana bought her first car in May 2007, at least that's when her sister found out about it.*
- *In a conversation with Nina about Arkady, Svetlana made it clear that she was not going to get married, since he was married. At the same time, she added* ***"He is the same way-a lot of problems, so it's not on the way."***

General recommendations for organizing a meeting

When preparing for a prospective contact, it is important to consider that:

- *on cold and dry days a person works better, while too hot or humid weather noticeably dulls the intellect;*
- *meetings at sea, due to the special effect of fresh sea air (a little salt and a little iodine...) are very favorable for conducting business negotiations;*

- *around 7 p.m. the nervous and mental state of people becomes quite unstable, which can manifest itself in the form of excessive irritability and irascibility;*
- *where there is no crowd and the music is not very loud, it is easier to give the conversation an intimate and confidential character;*
- *any joy increases altruism, resentment or disappointment decreases it;*
- *we are always attracted to knowledgeable and experienced people;*
- *a person loves those who love people he likes;*
- *the more often we see a communication partner, the more likely it is that we will like him, but excessive contacts, however, reduce his attractiveness;*
- *people are often valued only to the extent that they can help achieve the partner's personal goals;*
- *the more power someone has, the less that individual seeks friendly contacts;*
- *a person most often adheres to the principle: "let my friends be successful in everything, but in what is important to me, no more than to me."*

When entering into a conversation and relieving internal tension in your partner, remember that:

- *a firm, confident handshake, accompanied by looking into the eyes, is usually liked by almost everyone;*
- *diplomatic behavior involves caution, tact and basic courtesy;*
- *a banal beginning guides towards the banality of the entire conversation;*
- *the subject is most offended when they tell him that they don't remember his name, because this seems to hint to him that he has absolutely no significance for the partner;*
- *people who have experienced emotional upheaval often look for a "sounding board" in their interlocutor, rather than an advisor (for example, a simple touch of the hand does a good job of expressing understanding and sympathy);*
- *having started a conversation, try to create a friendly atmosphere with questions to which the person will answer "yes" with noticeable pleasure - thereby winning the partner's trust;*
- *a benevolent attitude (or simply - a willingness to listen to a person) gives rise to a state of freedom and ease - the less we judge the speaker, the*

he will become more self-critical, expressing his thoughts and feelings much more openly than in situations with conscious control;

- people usually like to talk about themselves and emphasize their importance;
- it is advisable to talk to the subject only in his usual language, without overusing unfamiliar words (which is annoying) and without expressing yourself in an overly simplified manner (you may be suspected of having a low level of intelligence);
- during communication it is necessary to bring the interlocutor's judgments and aspirations to the forefront (instead of "I would like...>> - "you want..."), since he is more willing to support a conversation about his own problems and desires;
- it is pleasant to talk with people who have a lively face and expressive gestures, as well as with those who spontaneously adopt a relaxed pose (with subjects who lean back or slouch in a chair when talking, one usually does not feel very comfortable);
- in order to establish complete mutual understanding and create a relaxed atmosphere during contact, it is advisable to copy both the posture and gestures of the interlocutor - such "mirroring" tells the interlocutor that you support his opinions and views, and disposes the person towards you;
- it is not superfluous sometimes to reflect the emotional experiences of your partner, showing that you understand his mental state perfectly - this is very pleasant and improves trusting relationships;
- when a person is emotionally excited, he often expresses himself in an overly expressive manner and seems to attack his interlocutor, although this is not at all the case;
- stable eye contact with the speaker shows interest and inspires the other person to continue the monologue;
- the simplest neutral words ("of course", "of course"...) with a sympathetic tilt of the head encourage the interlocutor and make him want to continue the conversation;
- nothing pleases a silent partner more than an offer to express his opinion, which, of course, must be listened to carefully;

- **when a person sees that he is being listened to, he sympathetically tunes in to the interlocutor and, in turn, tries to listen to him;**
- **any person likes to be told pleasant things, especially women appreciate it;**
- **a cleverly spoken compliment is of no small importance in bringing the object into a benevolent state;**
- **flattery is not perceived painfully when it does not look like an obvious lie;**
- **you cannot count on friendly frankness in response to falsehood, even if it is disguised;**
- **do not ask too many questions, as this may prevent you from gaining the necessary trust;**
- **unrestrained obvious bragging is usually ineffective, and there is some point in resorting to it only when the partner's trust has already been gained;**
- **a beautiful energetic gesture that emphasizes the main idea is usually not a hindrance, but avoid gesticulation to attract attention;**
- **dryness and restraint in the exchange of information are quite sufficient to provoke hostility;**
- **to achieve friendliness, one needs ease and redundancy in communicating various information.**

When having a conversation, remember that people are usually irritated by:

- **negative egocentrism (talking about one's own purely personal and intimate affairs, be it illnesses or troubles at work);**
- **banality (chatter about things that are well known to everyone, repetition of hackneyed jokes and aphorisms);**
- **passivity (yelling in agreement with the interlocutor and unwillingness to express a thoughtful opinion);**
- **introspection (focusing only on one's own successes and problems);**
- **low emotionality (unchanging facial expression, monotonous voice, desire not to look the partner in the eyes);**
- **sullenness (an emphasized unwillingness to maintain a conversation, when it is necessary to "drag out every word with pincers");**
- **seriousness (complete lack of smiling and taking everything seriously);**

- *flattery (ingratiating tone, artificial cheerfulness and ostentatious friendliness);*
- *lack of tact and hasty conclusions (unnecessary interruptions of the interlocutor and subjective assessments based on the first impression) all this forces the interlocutor to take a defensive position, which hinders normal communication;*
- *increased distractibility (avoiding the problem at hand for any reason, using slang in conversation);*

- *pretense (pretending to be interested or worried; lack of any interest and boredom are personally determined by the facial expression, no matter how sophisticated its owner is, and this is sometimes perceived as an insult);*

- *arrogance (haughtiness and disdain for the interlocutor, "straining" words through clenched teeth);*
- *rudeness (a clear and rather impolite contradiction);*
- *talkativeness (mastery of conversation as a personal domain);*
- *unsolicited advice (giving advice when it is not asked for, especially if the person giving the advice does not really understand the issue being addressed);*
- *decisiveness of statements (categorical remarks with casual dismissal of other people's opinions; such an attitude causes a subconscious protest and can lead to (to quarrel);*
- *closed questions (i.e. questions that require a clear "yes" or "no" answer; they create tension in the conversation, since they limit the partner's room for maneuver, and he may feel as if he is being interrogated).*

When implementing a target setting, it is useful to know that:

- *the weaker one is usually forced to speak first;*
- *to maintain interest in yourself, you can intrigue your partner with your knowledge;*
- *it is useful to measure the tone of your own voice by the tone of your interlocutor: when the latter raises his tone, speak more quietly, which will force your interlocutor to lower the volume of his voice; at the same time, he will regret his own ardor, thus leaving the victory in this episode to you;*

- **in conflict situations, the intensity of emotions can often be relieved by simply letting the person speak out;**
- **to successfully suggest something, you need to be able to force listen to yourself;**
- **deception is only advisable if it cannot be detected with certainty;**
- **a tiny lie can create great mistrust;**
- **the surest way to be deceived is to think yourself a thief three of all others;**
- **an unclearly formulated question often makes the interlocutor wary;**
- **it is dangerous to ignore the prejudices of your counterpart;**
- **it is useful to give your partner a chance to demonstrate their knowledge in any area;**
- **people are sensitive to reminders of mistakes they no longer make;**
- **critical comments are accepted if the object realizes that the critic sympathizes with him, or the criticism is expressed in a tactful form;**
- **the same critical remark, spoken in a calm, even tone, can cause excitement in a choleric person, a surge of energy in a sanguine person, a loss of mood in a melancholic person, and have absolutely no effect on a cold-blooded phlegmatic person;**
- **Silence should not be perceived as attention; often it may simply be the person being absorbed in his thoughts. When concluding a dialogue, keep in mind that:**
- **an unclear and inexpressive end to a conversation can ruin the favorable impression of all your statements;**
- **the last parts of a conversation are remembered the most;**
- **it is necessary to be able to stop in time, otherwise the effectiveness of the contact made will be significantly reduced.**

Techniques for effective communication with the source

Basic approaches

expansion of communication resources

The most important factor that ensures the effectiveness of communication is the understanding of each other by the interlocutors. Surely everyone has had situations in life when, while talking

with someone in their native language, suddenly one of the participants says: "That's not what I meant." Or "You didn't quite understand me correctly." The reasons for this kind of situation may be a lack of interest in the topic under discussion, the partner, distraction by other thoughts, the mental or physical state of the partners, and much more. And all this, of course, is true. But let's remember one of the statements by Everett Shostrom in his book "Anti-Carnegie, or Man-Manipulator":

You need to speak to a person not in such a way that he understands you, you need to speak to a person in such a way that he cannot help but understand you!

A feature of effective communication is communication "from the partner", and not communication "from oneself". If the initiator of communication said something to the partner, and the latter did not understand it, then it is necessary to say the same thing in meaning, but to formulate it differently.
verbally.

A common mistake is when the initiator of communication says something to the partner, becomes convinced that the partner has not understood it and begins to "explain", repeating word for word what was said earlier. If the partner does not understand this time either, then the emotional intensity of the initiator increases and communication is disrupted.

For effective communication it is necessary to be able to explain in a language understandable to the object of communication. If the object does not understand the initiator of communication, then adequate channels of access should be found to make the argumentation truly understandable to him.

Conditions for effective communication

To create the conditions necessary for effective communication, it is important to be familiar with the specifics of how an object works with information, and to do this, you should obtain an "access key" to these specifics.

An access key is an external sign that most likely indicates an internal (psychic; mental) process. Basically, access keys allow us to determine in which representative system the work with information is taking place at a given moment (visual, auditory, kinesthetic), as well as in what emotional state the interlocutor is. The process of observing access keys is called calibration.

The following indicators can be identified that allow one to obtain access keys for organizing effective communication:

- **representative systems;**
- **modalities;**
- **strategies for working with information;**
- **eye access cues;**
- **speech predicates;**
- **gestures;**
- **speech rate;**
- **tone of voice;**
- **pose;**
- **breathing type.**

In order to achieve a high level of understanding of the partner in the communication process, it is necessary to take into account his peculiarities of working with information, his system of perception of the surrounding world. It is precisely the systems of perception of the surrounding world that are called representative systems in effective communication.

Modality is the spectrum of the surrounding world that is accessible to a person for perception using any of the senses. This is a unique way of processing received or transmitted information. Three basic modalities are distinguished:

- **visual - information is processed using visual images, pictures. It is important for a person to "see" what is being discussed;**
- **auditory - information is processed using auditory (sound) information. It is important for a person to hear what is being discussed;**
- **kinesthetic - information is "passed" through the senses. It is important for a person to feel what is being discussed.**

Almost every person, when interacting with the outside world and processing the information received and given out in the process of communication, uses all three modalities, but one of them will always dominate, and it is called leading.

For a more qualitative calibration of the partner's representative systems, we will give a brief description of the external, behavioral and speech signs of the manifestation of the leading modality.

Behavioral characteristics of modalities

Visual modality

The person walks with their shoulders back, swinging their arms vigorously, with a "sporty" arm swing, and their gaze directed slightly upward. People for whom the visual system is the main one often stand or sit with their neck and/or back straight and their gaze directed upward. Their breathing is usually shallow and especially noticeable in the upper chest. When the visualizer gains access to the image, their breathing may even stop for a moment. When the picture begins to form, their breathing resumes. They speak quickly, emotionally, changing the tempo of their speech and the volume of their voice. They accompany their speech with active sticulation, as if showing those fragments of their vision that they consider most important. During a conversation, they try to maintain eye contact, often moving from place to place. With myopia, when listening to a partner, they may squint their eyes, as if peering into what the interlocutor is saying. Often pauses in speech, as if copying from a picture the information he is going to verbalize.

In speech, you can often hear the sounds "E. . . , A. . . , M. . ." As a rule, he begins a phrase with the pronouns "you" or "you". When he is in a conflict situation, an accusatory bias may prevail in the dialogue. He pays a lot of attention to his appearance. His things, at least on the outside, look presentable, but inside everything may not be so. The distance for comfortable communication is determined by the distance from which the partner is clearly visible.

The lips often appear thin and compressed, the voice is high and loud with quick and sharp bursts of expression. Increased muscle tension is often observed, particularly in the shoulders, the head is raised high, and the face is paler than usual. Gestures are also "high", at the level of the face.

Can increase the distance to "cover" the interlocutor's view. Beauty is a priority for him, not convenience, although he also likes convenience and comfort. When communicating, he tries to keep a comfortable distance in order to see his partner better. "Clean". Can spend a lot of time on maintaining external order. If they set the table, they carefully serve it, decorate the dishes served.

A visualist's home is always in perfect order, but if you open a wardrobe, things that were hastily hidden there may fall out. A visualist may go through physical suffering for the sake of appearance (the shoes are beautiful, but they pinch). Only visualists could come up with the motto "Beauty requires sacrifice."

Auditory modality

An auditory person breathes with his entire chest. The breathing is quite rhythmic and is especially noticeable at the level of the middle of the chest. If you ask such a person to describe his experiences, he will concentrate, first of all, on their sound. In this case, the breathing will adapt to the expression of those sounds that he hears inside himself.

There are often small rhythmic movements of the body, and the tone of the voice is clear, resonant and vibrant, melodic. The head is held straight or slightly tilted to one shoulder, as if listening to something. People who talk to themselves will often tilt their head to one side, resting it on their hand or fist (telephone pose). Some people repeat what they hear in time with their breathing. Gestures are mostly at chest level, above the waist, movements of medium width.

Auditory people often like to give long explanations. Such people pride themselves on their ability to express their thoughts clearly and distinctly. Because of their verbosity, auditory people can dominate the conversation. Excessively tiring their partners with their excessive talkativeness, they can sometimes become "hermits". Auditory people talk a lot to themselves. They often have a high sensitivity to sounds and are easily distracted, so they try to isolate themselves from sharp and unpleasant sounds.

Walks with a rhythmic gait, weakly swinging his arms, looking straight ahead. Often does not look into the eyes, because he listens to the words. During a conversation, he may not maintain eye contact, and sometimes even seems to turn away from his partner. The more interested he is in the topic of conversation, the more he can turn his leading ear towards his partner. Speaks unemotionally, like a metronome, without changing either the tempo of speech or the volume of his voice. During a conversation, he prefers to stand still. Gestures are weak. He likes consistency in everything.

His things should be in the order that he considers most expedient. He likes to systematize information, is accurate to the point of pedantry. He keeps such a distance during communication that his partner can be heard well. When he is thinking about something serious, he can “whisper”, as if saying it to himself.

When speaking, he looks at the forehead of his interlocutor (into the area of the so-called "third eye"). He often uses the expressions "those who", "the one who", "everyone who", etc. He practically never takes responsibility, and very rarely uses the pronoun "I".

An auditory learner always has a strict order at home, everything is where it should be. Unlike a visual learner, everything is always in its place in a briefcase, a handbag, or on an auditory learner's desk.

Kinesthetic modality

Kinesthetics are characterized by deep, low breathing from the belly. A low head position is associated with a low-pitched voice, rich in overtones. They prefer to speak slowly, with long pauses. Breathing changes depending on the state of feelings. The lips appear full and soft. The tone of their voice is often low, deep, hoarse or muffled. Kinesthetics usually speak slowly and make long pauses, referring to information stored in the mind.

The gestures are also "low-lying", that is, the gesticulation occurs mainly below the waist. The movements are large, sweeping, free, the body is relaxed.

Many kinesthetics move slowly. Their gait is relaxed, sometimes sluggish, they may shuffle their feet, their gaze is directed slightly downwards, their hand movements are either absent or very weak. When speaking, they like to be as close to their interlocutor as possible. When talking, they often lower their eyes, and when tension arises in a conversation, they can sigh quite intensely. Their speech is emotional, sensual, and aspirated. They like to touch their partner during communication. When greeting, they can hold their counterpart's hand for a long time. Gestures are smooth and directed downwards and towards themselves. They pass all information through themselves, through their feelings.

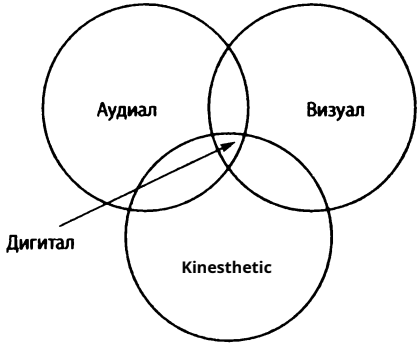
In a conflict, the tactic of the apologetic is chosen. In speech, "I >>" is very often heard. To encourage such a person to do

something, you need to encourage him or pat him on the back approvingly.

Kinesthetics love touch. When communicating with a kinesthetic, you need to be at a small distance from them, they like closeness. It is difficult for them to get rid of negative emotions. If kinesthetics are sad, this can push them towards depression. Heavy emotions will lead to them becoming even sadder and getting into a vicious circle. The advantages are their ability to experience deep feelings and deep affection. You need to understand the feelings of this person in order to get in touch with him.

He constantly calls to feel what is being discussed together with him. The priority for a kinesthetic is comfort. They love beautiful things, which first of all should be comfortable. It is difficult to part with things to which he is accustomed, even if they are already decently worn out.

A kinesthetic cannot go through physical suffering for the sake of appearance (the shoes are beautiful, but they pinch). The motto "Beauty requires sacrifice" is for anyone, but not for him.



Modalities

Recently, another type of people has begun to be identified - diritals.

Digital modality

The name of this type comes from the English word "digital" - number. Digital is characterized by shallow, superficial breathing, mechanical, memorized, robotic movements, the voice is also dry, monotonous, devoid of emotional

shades. Such people prefer sensory-undefined words and expressions that carry only dry information, devoid of subjective emotional coloring. In speech, they use words that signal understanding, acceptance of information: "I understand", "interesting", "I know", "I'll think about it", etc., and they often operate with numbers. For them, the most important thing is internal dialogue.

Verbal signs (indicators) of modality

Speech also contains a huge layer of information, by which, when listening to a communication partner, one can determine his leading modality. In particular, words that are indicators of one or another modality in effective communication are called predicates.

Visual expressions:

- *I see what you mean;*
- *I am considering this idea carefully;*
- *we look eye to eye;*
- *I have a vague idea;*
- *he has a blind spot;*
- *show me what you mean;*
- *you look at this and laugh;*
- *this will shed more light on the essence of the issue;*
- *he looks at life through rose-colored glasses;*
- *it became clear to me;*
- *without a shadow of a doubt;*
- *look skeptically;*
- *the future looks bright;*
- *the solution appeared before his eyes;*
- *a pleasant sight.*

Auditory expressions:

- *at the same wavelength;*
- *live in harmony;*
- *speak gibberish;*
- *turn a deaf ear to something;*
- *ring the bell;*
- *set the tone;*
- *word for word;*
- *unheard of;*

- clearly expressed;
- keep your mouth shut;
- manner of speaking loudly and clearly.

Kinesthetic expressions:

- I contacted you;
- I got the idea;
- pause for a second;
- I feel it with my liver;
- a person with a cold heart;
- cold-blooded person;
- thick-skinned;
- hands are itchy;
- don't touch it with your finger;
- didn't lift a finger;
- solid foundation;
- be filled with desire;
- not to grab the stars from the sky;
- smoothly adjustable;
- sense something bad;
- a bitter pill;
- taste for the good life;
- a sugary person;
- sour face.

The following is an example of how people with different leading modalities can say the same thing.

Text of the visualist: "Dear colleagues! I would like to show you the problem of effective interpersonal communication, highlighting all its aspects as vividly as possible. If we consider the process of effective communication as a situation in which the better partners examine all the features of each other and clearly see what they like about their partner, the more colorful their relationship can become."

Text of the auditor: "Dear colleagues! I would like to tell you about the problem of effective interpersonal communication, discussing all its aspects as logically as possible. If we discuss the process of effective communication as a situation in which the better partners understand all the features of each other and hear what they like in their partner, the more productive their relationship can become."

Text of a kinesthetician: "Dear colleagues! I would like to feel the problem of effective interpersonal communication together with you, touching upon all its aspects as closely as possible. If we consider the process of effective communication as a situation in which the better partners empathize with all the peculiarities of each other and firmly grasp what they like about their partner, the warmer their relationship can become."

These words and expressions can be used not only to determine the leading representative system of a person, but also to adjust to it. Using words of the corresponding modality, you can create the impression in the interlocutor that he is well understood, and the speaker can be trusted. The feeling of "every word is true >>. Any thought "translated" into the language of the leading modality will be perceived by a person more easily, "as his own", and will meet less resistance on his part.

So what value does knowledge of the use of predicates in the speech of a communication partner have? The use of predicates is the main indicator of how the partner "forms an idea" of the world and constructs his "inner reality". Thus, predicates provide the main key to the subjective reality of partners - access to their thinking, feelings and reactions.

Predicates are also very helpful in establishing rapport with communication partners. Since rapport implies achieving harmony, agreement, and closeness, knowing or using predicates allows you to quickly learn to "speak the other person's language." This makes it possible to quickly hear and use the same language patterns that the interlocutor uses. People usually like those who think and act like them. Therefore, the ability to correctly determine the representative system of a communication partner and know the predicates allows you to win him over, quickly and effectively establish contact, and even convince him to make some significant decisions.

When establishing rapport, a significant role is played by the adjustment, which implies flexibility sufficient to enter into the partner's model of the surrounding world. In the process of communication, linguistic

patterns and vocabulary of the interlocutor. When adjusting to a partner, it is important to correctly determine his representative system in order to address it in your speech. If the representative system is determined incorrectly, effective communication may not take place.

No less important for effective communication is the calibration of strategies for working with the partner's information.

Different people have different systems for receiving and processing information. The strategy for working with information usually consists of three successive stages:

1) search;

2) representation (processing);

3) assessment.

That is, before communicating any information verbally, a person finds it in memory (search), processes it (representation), evaluates it (evaluation), and only then gives it out both verbally and non-verbally.

It is important to remember that each of the stages of the strategy can be implemented in any of the three modalities and, therefore, in total, communicators have 27 information processing strategies at their disposal, or in other words, 27 Russian languages.

How can this be manifested in communication? For example, a partner says: "If we look closely at the problem under discussion (search in the visual modality) and talk about the details, discussing all the controversial points (representation in the auditory modality), then, in the end, we will feel how difficult this problem is to solve (assessment in the kinesthetic modality)." Thus, the strategy of working with information of this partner is VAK, where V is the visual modality, A is the auditory and K is the kinesthetic. If in response the partner constructs information using a different strategy, for example, KBA, where neither the search, nor the representation, nor the assessment of the modality will coincide, then this can lead to a complication of the understanding procedure. Compare: "If we deeply feel the problem under discussion (search in the kinesthetic modality) and examine the details, highlighting all the controversial points (representation in the visual modality), then, in the end, we will say how difficult this problem is to solve (assessment in the auditory modality)."

Eye access cues

Another powerful indicator of strategies for working with information are the eyes. It has long been noted that as soon as a person begins to mentally work with some information, his eyes begin to actively shift to zones characteristic of the work of eye access signals in certain modalities.

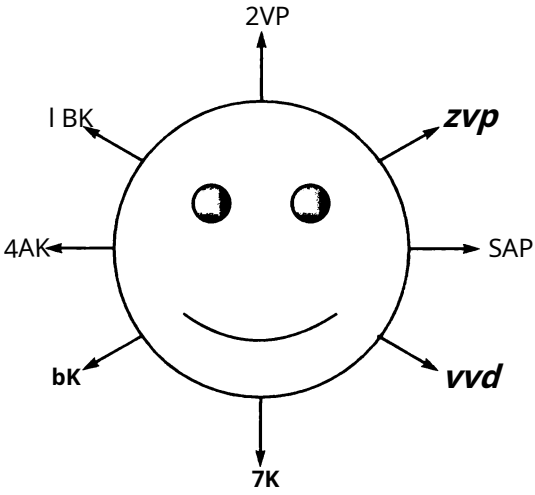
In other words, when "working" with information in a certain modality, a person looks (most often) in a strictly defined direction.

It is possible to determine which system a person has switched to in the "here and now" situation by observing the movement of his eyes, called "eye access signals." These are signals of visual, auditory or kinesthetic modalities, as indicators of the thought processes of the brain.

*A person constantly makes eye movements during a conversation. If you carefully watch your partner's eyes, you will notice that during communication his gaze constantly changes direction and almost never remains motionless. Such movements that repeat over time are called a pattern (from the English.**pattern**- grid). Similar movements very accurately reflect the information interactions occurring in the neural circuits of the brain.*

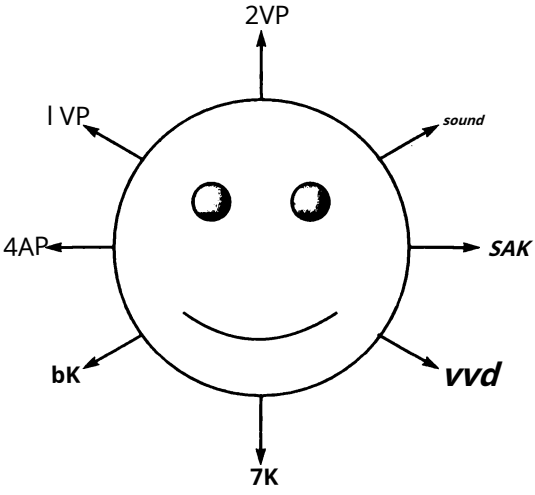
Oculomotor reactions are the simplest for observing behavior. In practice, subtle and almost unconscious eye movement signals during a conversation help determine whether the interlocutor is telling the truth or lying, fantasizing or remembering.

The preferred directions of human eye movements are not difficult to organize into a certain structure. It is in such preferences that the main system of representations is clearly manifested. The pupils move involuntarily, such movements are almost impossible to fake. Due to this, they become the most reliable source of information about the preferred system of representation. Observation of these movements will help to better adapt to the interlocutor by using appropriate sensory predicates. It should be remembered that such an arrangement of the zones of eye access signals is characteristic of people whom we conventionally classify as "right-handed".



Eye access cues diagram for right-handed people:

IBK - visual construction zone; 2VP and 3VP - visual memory zones; 4AK - auditory construction; SAP - auditory memory zone; 6K and 7K - kinesthetic zones; VVD - internal dialogue zone



Left-handed eye access cues diagram:

IVP and 2VP - visual memory zones; 3VK - visual construction zone; 4AP - auditory construction zone; SAK - zone of auditory construction; 6K and 7K - zones of kinesthetics; 8VD - zone of internal dialogue

In left-handers, the zoning of eye access signals occurs in a completely different way.

It should be remembered that in our context, a left-hander is not necessarily a person who performs basic uncontrolled activities with his left hand. For some reason, it is generally accepted that if a person has a dominant left hand, then only he is left-handed. In fact, oculomotor reactions are not so much controlled by which hand is dominant, but by how the interaction of the left and right hemispheres of the brain is structured in a given person.

This is why the first thing you need to do when calibrating your partner's eye access cues is to determine which variant their eyes work with. Even if you know for sure that your partner is left-handed, you should still spend a few seconds calibrating their eye access cues.

The first question asked of the partner to calibrate his or her eye accessing cues is a neutral one, aimed at stimulating the partner to recall some episode from the past. For example, "Remember what you saw when you left the house yesterday?" or "What event surprised you most last week?"

To work efficiently with eye access cues, there are a few rules to remember.

When starting to ask a question to a partner, it is necessary to see his eyes, since for some people the search for an answer begins at the moment the interlocutor utters the question, and the first eye movement provides information about the modality in which the work with information in the search is taking place, and it is at this moment that the leading modality of the partner manifests itself.

At the stage of calibrating eye access cues, one should avoid asking questions "from the tip of the nose," such as: "What is your dog's name?", "What is your apartment number?", etc. In this case, the partner does not need to make an effort to remember such information, and, therefore, it is impossible to obtain the necessary "sources" for the correct calibration of his eye access cues.

You should not expect the same pronounced eye movement in all interlocutors without exception. This amplitude depends on a large number of factors: the physical or mental state of the partner, the characteristics of his temperament,

the personal significance of the issues being discussed for him, the level of trust in the interlocutor, the desire or unwillingness to tell the truth.

It is quite easy to determine the partner's leading modality with the help of a series of completely neutral, lengthy questions. For example, "What event impressed you most yesterday?" You just need to pay attention to where your partner's gaze is directed at that moment. For control, you can track the words of which modality the interlocutor uses in his speech when answering such questions.

To more accurately understand the nature of the partner's eye movements (what if they do not correspond to the standard pattern!), they ask easy testing questions that alternately touch on the visual ("how it looks"), then the auditory ("how it sounds"), then the kinesthetic ("how it feels") systems of representation.

For example, to the question: "What does a frog croak from under a metal basin sound like?" the partner will find it difficult to answer, since he has probably never heard it, so he will construct, try to imagine this sound, and his pupils will necessarily "go" in the direction in which he usually constructs information. If you ask: "What does your mother's voice sound like?", then the pupils will "go" in the direction characteristic of working with memories, because he knows his mother's voice and only needs to remember it.

If the partner, in response to a clearly "kinesthetic" request (for example, to remember that he is touching velvet), reacts at the first moment by moving his eyes according to the scheme "into the zone of visual modality" and only then into the zone of kinesthetic, then this means that his leading modality is visual, and therefore he must first remember what velvet looks like, and only then remember the tactile sensations of this fabric.

Examples of test and training questions

- *"What was your son wearing yesterday?" (expected movement of the subject's pupils – in "visual recall").*
- *"Imagine a red and blue striped dog" (expected pupil movement - in "visual construction").*
- *"What does your doorbell sound like?" (expected pupil movement – in "auditory recall").*
- *"What would your voice sound like in a huge cave?" (expected pupil movement – in "auditory construction").*

- "Remember the sensations of a burn" (expected pupil movement - in "kinesthetic recall").

Kinesthetic construction, of course, does not exist. A person cannot imagine sensations that he has not experienced before.

Directing the gaze into the zone of internal dialogue, as a rule, indicates that the partner is asking himself questions or saying something to himself. This direction of gaze also coincides with the function of speech control, when a person carefully selects the words that he is going to say (these are typical glances of translators, speakers, people giving interviews).

Eye access cues are the movements of the partner's eyes according to the laws of his representative system. The most important thing in reading eye movements is to develop the automaticity of perceiving these movements. Training and analysis, of course, will be very long, but they will probably bring incomparably more benefit if they are carried out regularly. Especially since they do not require specially allocated time and equipment.

A little practice

How to determine a person's leading modality using eye accessing cues?

First, you can practice preparing neutral, long-form questions: think about how to use conversation topics to ask a question of one partner or another without alarming them, and learn to carefully monitor the movements of your pupils when answering such questions.

Secondly, you can ask your partner questions that evoke very specific reactions and determine which of them is most pronounced.

For example:

- "What do you think (me, this street, this tree) will look like in ten years?" This will require the partner to construct a visual image.
- "Can you remember what your best friend from school looked like?" This evokes a tried and tested visual image.
- "What was the first question I asked you?" An auditory recall from the recent past is made.
- "How did you feel the last New Year's Eve?" This evokes feelings.

- **"Have you ever burned your hand?" (This will trigger a memory based on kinesthetic sensations.**
- **"What do you think about in the most calm, peaceful moments of your life?" This is the key to internal dialogue.**

Third, you can intrigue your partner by promising to tell him something interesting about him if he does what you ask: "I'm going to say a few words and I want you to listen to them, think about them, and be sure you know what they mean. You don't have to tell me anything. Just listen and understand. Ready?" Then say the following in sequence:

- **a concrete noun ("cat", "tree", "cup", "ship", etc.);**
- **abstract noun ("friendship", "discussion", etc.);**
- **meaningless words ("deokus", "rokirt", "ustatil", "kolisask", etc.).**

What you see in your partner's eyes and compare will be the access pattern. The reaction follows immediately. With these questions, the partner activates both his past experience and abstract thinking, drawing on information from his own model of the world for comprehension.

Fourthly, to fully guarantee the final result (if conditions allow), you can practice determining the hierarchy of your partner's representative systems. Before using this method, some preparation is required, since it is based on the use of inconsistencies. The secrecy of testing can be ensured by conducting it, for example, under the guise of a game or fun. You can also conduct open testing, having previously aroused your partner's thirst for self-knowledge.

Auditory-visual mismatch

Say, "I'd like you to pay attention to your thoughts as we do two things." When you say the word "two," hold up three fingers for a second and then put them down. After a while, ask, "What was the first thing I said that you realized?" The answer will reveal your partner's tendencies: if he or she points out a discrepancy between what you said and what you did, then he or she is visually, not auditorily, dominant.

Kinesthetic-auditory mismatch

Say, "Notice what thoughts come to you when I touch your right hand." As you say the word "right," lightly touch your left hand. After a while, ask, "What was the first thing you realized when I touched you?" If your partner notices a discrepancy, it means that the kinesthetic modality is dominant, not the auditory modality.

Visual-kinesthetic mismatch

Say: "What are you aware of when I do this?" As you say the word "this", lightly touch your partner with one hand, and with the other - "describe an arc" across his field of vision. The answer will show which of the partner's attention is attracted more and, accordingly, which system is more preferable for him.

By identifying the leading modalities and their hierarchy, it is easy to create a so-called psychological map of the partner (first try to do this on paper, and then you will be able to easily visualize it). All this helps to understand which communication system to use in order to gain the trust necessary for effective communication.

To create such a map, you need to gather information. This process should be natural. Suddenly turning to your partner and saying, "Can you name the color of your first tie?" (to elicit a visual image) will be much less effective than accidentally describing an incident during a conversation or telling a joke about your first tie. Then you can say, "You know, I don't even remember what color it was. . . Do you remember the color of your first tie?" The elicitation of an auditory image can be done using the analogy of a favorite song shared with your partner. As soon as you understand the principles of this approach and apply it in practice, you will notice that creating a psychological map can be quite informal. The partners will give all the information that is needed during a simple conversation.

Anchoring

Anchoring is a very effective technique that is used in communication much more often than is commonly believed. The name itself evokes associations with a ship's anchor, which firmly holds a vessel in a certain position under certain conditions.

An anchor is some information, image or action that triggers a very specific associative chain of reactions for a given person. For some reason, many sources view anchoring exclusively as a technique based on a conditioned reflex. Anchoring certainly contains the parameters of a conditioned reflex, but in fact it is not the only one.

Most often, anchoring is described as a technique in which the initiator of communication "sets," "reinforces," and then "launches" the anchor he has set. We will definitely dwell on this aspect of anchoring, but first we would like to share the accumulated experience of using anchoring as a technique for actualizing the partner's already existing associations and memories from his personally significant past.

An example can be a case from the work of the customs service. A customs officer enters a train compartment and, seeing a very expensive watch on the hand of a small boy, says: "What a beautiful watch you have!" In response, the boy proudly tells him: "And mom and dad have many such watches, both on their hands and on their feet!" In this case, the anchor was the word "watch", which launched a very specific association, then verbalized by the child.

This kind of trigger mechanism can be visual, auditory, kinesthetic and mixed. It is only important to orientate yourself in time which association was launched by this or that anchor.

There are a number of circumstances that should be kept in mind when starting to use this technique.

The vast majority of people surround themselves with objects that are positive anchors for them, and if you pay attention to them correctly, then, most likely, some positive association will be launched and the partner will form

temporary positive emotional state (sometimes called a resource state). Often a partner whose resource state has been actualized is much more willing to make contact, and his or her threshold of resistance to incoming information may be lowered.

Indicators that the partner has been brought into a resourceful state will be the changes that occur after the anchor is triggered. This is why it is necessary to calibrate the partner before using the anchoring technique.

It should also be remembered that the state into which the partner is introduced can be very fleeting, and that is why it is necessary to consolidate it by using other techniques of effective communication.

The trickiest part of this approach is that it is not always possible to find out the partner's true attitude to what is used as an anchor. You can praise your partner's item or clothing, but his attitude towards it is extremely negative. He is forced under pressure of circumstances to use this item, but he does not like it at all. Turning to something that has formed a negative association can launch a negative anchor with all the undesirable consequences.

Here it is necessary to emphasize once again the importance of early calibration of the partner, which will allow one to pay attention in time to what association was launched based on the changes that occurred in him.

It is also possible to provoke a negative reaction to a positive association of the partner. An example is the "worst friend effect". A girl puts on a dress that she really likes. Her friend, seeing this, says: "Mashenka, my dear, what a wonderful dress! True, it makes you look fat". Every time Masha picks up this dress, she will experience the association that she experienced after the remark "friend).

Mirroring

Mirroring is the process of reflecting another person's physical behavior or giving feedback about their behavior. Such a seemingly simple technique as mirroring

another person can produce surprising results. You can mirror physiology, voice, posture, head tilt, gestures, facial expressions, vocabulary, knowing that they are unconsciously important to your partner. Aspects of your partner's behavior that can be mirrored include body postures, specific gestures, breathing rhythms, facial expressions, tone of voice, patterns of tempo and intonation of speech. Matching some or all of these aspects will help you achieve harmonious interaction with your partner.

People often mirror each other unconsciously. But if the initiator of communication consciously uses this technique, he can achieve greater results with less effort.

Mirroring is not mimicry. Mimicry usually exaggerates a particular aspect of behavior. Mirroring is a subtle behavioral reflection of meaningful unconscious communication. It consists of two sequential stages: joining and leading.

Etap 1. Joining

Consists of five steps.

Sharp first - joining the partner's pose. The initiator of communication begins to mirror the partner's pose element by element: the position of the torso, arms, legs, head.

Step two - joining in with the partner's movements. The partner makes various movements, and the initiator of communication reflects them as in a mirror.

Chartretium - joining in with the partner's speech. It is desirable, to begin with, to join in with the speech tempo. Then the initiator of communication, having calibrated the strategy of working with the partner's information, transfers his speech to this strategy. Here it is desirable to use precisely those predicates that the communication partner uses.

Fourth - joining the partner's breathing. This is perhaps the most difficult moment in mirroring, but if the initiator manages to do it, then success is guaranteed.

Sharp - checking the quality of the connection. The initiator of communication should critically look and listen to himself, checking how accurately the connection to each of the selected elements was made.

Stage 2.*Management*

The transition to leading is possible only under the condition of a high-quality connection to the partner. Leading should also be carried out in stages, in no case forcing the process. walking.

Step one - the initiator of communication changes something insignificant in his/her posture. Pauses until the partner involuntarily mirrors this change. This is a signal that the technique has been applied correctly, and the results of joining give a positive effect. You can try to change something else in your posture, and again after a pause wait for mirroring from the partner. This step is especially important when you have to communicate with a partner who is in a closed posture, when he/she is tense or critical.

Step two - the initiator of communication changes the tempo of speech slightly and, if he notices that after some time the partner also changed the tempo of speech in the direction specified, he can move on to the next step.

Step three - the initiator of communication makes changes to the gestures, waiting for adequate reactions from the partner.

Step four - the initiator of communication makes changes to the breathing rhythm. If you need to calm your partner down, you should gradually switch to deeper and slower breathing; if you need to mobilize, breathe a little faster.

After all this has been done, the initiator of communication can move on to discussing the most important thing, for which mirroring was started.

A little practice

It is necessary to find a partner with whom you would like to practice mirroring. First, you need to take on the functions of the initiator of communication and go through all the steps of both stages, then switch roles. At the end, it is advisable to exchange impressions, discuss the difficulties that have arisen and try to find ways to overcome them.

Authority Quotes

The technique of using a referential statement is intended to reduce the criticality of the perception of the information transmitted by the communicator to the partner, on the one hand, and to increase trust in the transmitted information, on the other.

In the not-so-distant past, it was difficult to publish any scientific work if it did not contain authoritative quotation marks: “In the work... V. I. Lenin said...”, “In the materials... of the CPSU Congress it is emphasized...”, etc., etc. The entire text placed in such authoritative quotation marks was a priori considered correct and should be believed.

"Our leader said...". Such quotation marks are applicable in cases of speaking before an audience for which the given leader is "ours", where he enjoys authority and trust. If the same quotation mark is used before an audience that has a negative attitude towards "our" leader, the result can be extremely negative, since there is no authority and trust in him.

Why are public opinion leaders (POLs) so actively used in election campaigns? Because a reference to the opinion of people who enjoy authority and trust in the district, city, region, country will have the property of a cumulative charge. "Do you remember what Ivan Ivanovich said about this? And he said... >>.

Sometimes authoritative quotation marks, the reality of which no one can verify, work well. For example: "The ancient Chinese once said...", "As one well-known philosopher said...". The beauty of such quotation marks is that they can contain any information. After all, few people will ask: "Who exactly said this?"

Gestures and postures

It is very important for a person to correctly control his body and to convey with the help of facial expressions and gestures exactly the information that is required in a given situation. Posture during a conversation means a lot: interest, subordination, desire for joint activity, etc.

Without claiming to fully disclose the meaning of gestures and postures in communication, since there is a lot of literature on this issue, in Table 3 we will give a brief description of the meaning of some gestures and postures.

Table 3

The meaning of some gestures and poses

Gestures, poses	State of the interlocutor
Open arms, palms up	Sincerity, openness
Unbuttoned jacket (or removed)	Openness, friendly disposition
Hands hidden (behind the back, in pockets)	Feeling guilty or having a tense perception of the situation
Arms crossed on chest	Protection, defense
Fists are clenched (or fingers are gripping something)	Protection, defense
The hands are relaxed	Calmness
The man sits on the edge of a chair, leaning forward, his head slightly tilted and resting on his hand	Interest
The head is slightly tilted to the side	Attentive listening
Humanrests on his chin on the palm, index finger along the cheek, other fingers below the mouth	Critical assessment
Scratching the chin (often accompanied by slight squinting of the eyes)	Thinking about the decision
The palm grasps the chin	Thinking about the decision
The man slowly takes off his glasses and carefully wipes the lenses.	The desire to wintime, preparation for decisive resistance
A man is walking around the room	Thinking through the difficult solutions
Pinching the bridge of the nose	Stressful resistance

End of Table 3

Gestures, poses	State of the interlocutor
A man covers his mouth with his hand while speaking.	Deception
Man covers mouth with hand while listening	Doubt, distrust of the speaker
The person tries not to look at you	Secrecy, concealment of one's POSITIONS
Looking away from you	Suspicion, doubt
The speaker lightly touches his nose or eyelid (usually with the index finger)	Deception
Listeners lightly touch their eyelid, nose or ear	Distrust of the speaker
When shaking hands, a person holds his hand on top	Superiority, confidence
When shaking hands, a person holds his hand from below	Subordination
The legs or the whole body of a person are turned we are heading to the exit	Desire to leave
The speaker gestures with a clenched fist	Demonstration of power, threat
A man sits astride a chair	Aggressive state
Pupils are dilated	Interest or excitement
The pupils narrowed	Secrecy, concealment of position

In many cases, the language of gestures can be called the language of friendly disposition. However, in life there are situations when people's gestures begin to mean the exact opposite. It is important to remember that the interpretation of gestures and poses of a partner is situational in nature and their "unambiguous" interpretation can lead to a mistake. Thus, A. Pease noted in one of his books: "If a partner, listening to you, began to scratch his ear, then most likely he is tired of listening to you, but it is quite possible that at that moment his ear simply itched!"

Correct calibration of the partner's postures and gestures is possible only in dynamics, in the context of the communication situation. Why and how did the posture change? Why and how did the gestures change? What was just discussed, what question was asked of the partner? This is what is important.

Speech strategies

I would also like to dwell in more detail on the issue of the most frequently used verbal techniques (speech strategies) using both presuppositions[6], as well as some other approaches. Speech strategies, as special cases of presuppositions, allow one to imperceptibly "direct" a person in the right direction.

Presuppositions, in turn, are one of the most effective methods of speech influence. They are addressed to the unconscious and create a "reality in which only the necessary behavior options exist." For example, in the phrase: "Will you go to vote at 11 a.m. or at 2 p.m.?" there is no choice whether to come or not, the only question is "when."

So, what speech strategies can you use to improve the effectiveness of communication?

Truisms

A truism is a (sort of) completely true statement.

Example

- people usually sleep at night;
- we can all forget something;
- even politicians have failures;
- After Friday comes Saturday.

Despite their simplicity, truisms work very well and are very effective. If you want to • help your partner

[6]Presupposition is a necessary semantic component, bothensuring the presence of meaning in the statement. Example: "Smirnov is no longer involved in advertising." Presupposition: Smirnov was once involved in advertising.

change, you can start with the phrase: "All people can change for the better."

Usually no one can object to such a construction, because people really can change.

The truism helps to direct the partner in the right direction, to set the right direction for the movement of his thoughts.

Another way to use a truism is to create trust in subsequent statements, i.e. to adapt. "You are constantly changing. The "Individual" tariff changes with you. " For this purpose, proverbs or sayings are often used, which are simply perceived as some kind of truth out of habit: "The early bird gets the worm." If you get up early, you can manage to do much more.

When formulating truisms, two approaches are used. You can talk about what is most likely happening to a person at the moment or what he can check: "You are sitting on a chair", "This room has a white ceiling", "It is winter now".

You can also add the verbs "can" or "able" (modal operators of possibility): "You can feel your breath."

In addition, one can speak in fairly general phrases, these very generally accepted truths, against which there is absolutely nothing to object: "People make purchases in stores", "We all make mistakes sometimes", "People can learn easily", "People are capable of completely unexpected things".

Assumptions

"As soon as you sit on the chair, you will feel comfortable." Here it is assumed that if one event happens (you sit on the chair), then after it another will happen (you will feel comfortable). The task being solved in this case is to connect things that may be unrelated: an event that is likely to happen (or motivation) and what the interlocutor wants to receive.

"As soon as you begin to analyze what I am going to say, you will feel that you are beginning to trust me more and more." For the unconscious, these two things become one. And if one event occurs, the second can automatically occur.

The most frequently used constructions in assumptions are: “as soon as”, “after”, “immediately as”, “if, then”, “when”, “before”, “despite the fact that”.

Example

- “While you are getting everything you need to conduct the interview, you will be in a positive frame of mind”;
- “If you all sit down, we can start our meeting faster”;
- “Before you buy something, think about what you need it for”;
- “If you go into the room, close the window.”

Assumptions can be made without any connecting words at all, only through intonation: "When you go into the room, close the window"; "When you wake up in the morning, you will remember what you need to bring for our classes today. " Here the action that will definitely happen is "wake up in the morning", and what you want to get is "bring something". "After you read the text with the results of the check, sign in the lower right corner."

Here is such a completely procedural command: read - signed. The fact that by signing you agree with the content of the text is not remembered.

"Think again before you agree." The words "thinking" in any quantity more than one and agreement are connected. That is, think a second time and agree.

If necessary, you can also link the desired action and motivation: “Since you want to understand the problem even better, bring everything you find on this problem to our next meeting.” Here, the motivation “to consolidate the material even better” and what you want to get are linked: “to bring what you find.”

It should be borne in mind that both options of linking (with an event and motivation) work differently. The link with an event is unconditional and unconscious. It is like a switch: you go out the door - you remember about your homework. And this method has a big advantage - you can link something that a person is not yet able to do consciously: pain relief for the head and teeth, creating new behavior.

The connection with motivation is more conscious, but at the same time it can be (if the correct motivation is selected) more powerful. In this case, it works not only to make a person “remember”, but also to make him do it.

Contrasts

If two events are connected in assumptions, that is, two static things, then here two processes are connected (maybe even leading in different directions - that is why there are oppositions): "The more doubts, the easier the choice!" And although doubts should not particularly facilitate the choice, these processes are connected by one rope, and the strengthening of one leads to the strengthening of the other.

In contrasts, the following conjunctions are used: “than.., the...”, “as much..., as much...”.

Example

"The more you are distracted, the more carefully you listen, "The more carefully you read the new employment contract, the faster you will make a decision, "The stronger headache, the faster the pain goes away,., "The more time you spend studying, the more you will know this subject better'>.

An event can also be linked to an action, but this is less convenient. "We have discounts! The more you spend, the more you save", "The higher the price, the better the quality of the product>>.

In contrasts, as in assumptions, you can also use motivation: “The sooner you get ready, the sooner we will go on an excursion,” “The more you want to finish this work on time, the harder you will have to work on it,” “The more difficult the task, the more pleasure you will get from solving it.”

Questions

"Do you realize that you have begun to better understand what presuppositions are?"

Here it is assumed that the interlocutor already understands what presuppositions are, but is simply not aware of it. Consciousness

will look for an answer to the question, and for the unconscious, "understanding of presuppositions" becomes the truth. In these questions, verbs of awareness are most often used: you realize, you understand, you know, you notice, you paid attention, you remember. And also any interrogative words: "why", "why", "for what", "how", "when", "where".

Examples

"Why do you love our State Duma?" There is no classic question "do you love it or not", but there is a question "why?". "Do you already understand that you are doing it better and better each time?", "Do you notice the changes that are coming?" The question here is only whether the interlocutor has noticed it. There may not be any changes yet, but if the partner starts looking for them, he will definitely find them, and this means that they can really appear.

"Did you know that Pavel's back is all white?" There is no question of whether Pavel really has a white back, the only question is whether this "terrible" news reached the person to whom the question is addressed. "Have you realized the full power of these speech strategies?", "Why do you devote so much attention to training your effective communication skills?". "Where did you learn to express your thoughts so clearly?"

Grade

"I like how good you look today." In this case, the method of disguise is very simple - the partner's attention is shifted to the speaker's (writer's) assessment of the situation, and the situation itself becomes as if it were true.

This strategy most often uses evaluative words: “important”, “need”, “strange”, “like”, “curious”, “irritating”, “surprising”, “I doubt”, “I am sure”, “I would like”.

"I wish I could do it as fast as you do." You do it fast. Especially when I need you to. "I'm sure you'll be on time tomorrow." You'll be on time, there's no escape. "It's strange that you noticed that." "Your stubbornness drives me crazy."

How might a partner react to a negative assessment? Most likely, violently. And completely ignore the built-in command: how to assess his behavior. And it is not necessary for the assessment to be negative - rather, it should simply be unexpected: "I admire how he can ruin everything."

Changes over time

In this situation, the partner's focus shifts to how the process develops over time (begins, continues, ends). And the presence of the process itself is presupposed. "You continue to recover quickly."

The most frequently used words are: start, continue, finish, so far, already, still, still. For example: "Have you started preparing documents for the commission?" There is no question: to prepare documents or not. There is a question: have you started or not yet.

"Continue to read this text carefully." Presupposition - you are reading this text carefully. "Do you still want to go to the sanatorium for the holidays?" Presupposition - you want to go to the sanatorium. "Are you ready yet?" Presupposition - you are ready. "We have always managed to do it so far." Presupposition - we managed to do it.

False elections

"Do you want me to cut the watermelon or just take it as is?"

Here the person is offered a choice that is not important. What is important is what lies behind this choice. The seller does not care whether the person wants the watermelon cut out or not - what is important is that it is bought. But language is a great thing - by shifting the emphasis, the seller concentrated the buyer on the choice: to cut out or not. And the question "to buy or not to buy" disappeared by itself.

Examples

"Will you go shopping before or after watching the movie?" Presupposition: you will go shopping. False choice: before or after the movie? Here you need to create not a choice, but an illusion of choice. The focus of attention shifts from the action to the circumstances of its commission.

"Before you go to bed, what will you do first - brush your teeth or wash your face?" Presupposition: you will go to bed after washing your face and brushing your teeth. Illusion of choice - what should you do first: brush your teeth or wash your face.

False choices are often constructed in the form of questions, although this is not at all necessary: "Now you can buy our product in both large and small packaging", "We can do modeling either immediately after classes or after a short break".

All elections

"You can enter a trance quickly or slowly, with or without visual images, with or without hearing sounds, with or without feeling relaxed, gradually or instantly, thinking about your state or remembering some of your decisions in the past, or remembering nothing at all, or without seeing, hearing, or feeling anything at all, or without entering a trance at all."

All possible choices are listed. BUT! Here, what the questioner wants to receive non-verbally is simply highlighted - with voice, intonation, posture, hand movement. And this remains in the subconscious. In this case, the undesirable result is described with sadness and doubt, the interlocutor shows with his whole being how the partner does not agree with him, but... Honesty requires that this option be communicated as well. And the most desirable result is expressed emphatically and with the most positive non-verbals.

In a speech strategy, the desired behavior option can be highlighted by positive nonverbals, and the undesirable one by negative ones. And the unconsciously suggested choice will be preferable.

For example, it is said: "You can think about it for a long time (with normal intonation, head still), you can throw it out of your head (shaking your head "No" and pursing your lips), or you can quickly make a decision" (nodding your head "Yes" and smiling).

"You can do everything tomorrow, or you can do nothing at all, but I hope you do it today." In this

In this phrase, the undesirable option is emphasized by the construction "nothing at all" - that is, if the partner does not do this, it is considered that he does nothing at all. And the desirable option is strengthened by the word "hope". Just as in the very first example about trance, it was strengthened by the word "think".

Negations in commands

"We do not persecute those who refused to place an advertisement with us, we do not lie in wait for them after work, we do not call them at home at night, we do not send threatening letters, we do not hire crooks to carry out showdowns. There is nothing like that!" (Humorous newspaper "Red Burda").

In the training, this module usually begins with asking all participants to imagine "an apple". Then each participant describes their apple using five attributes. And then it turns out that each apple is different from the others in some way. After which the difference between symbolic and analog information is analyzed. The word "apple" is symbolic information, that is, low-precision information. But each participant begins to describe their specific apple, which is not like the others, and this is analogic information, that is, high-precision information.

After this, the participants are asked to imagine "not an apple" and it turns out that the first thing that comes to mind for each participant is "an apple", but since the task was to imagine "not an apple", the participants tried to replace the image of "apple" with any other object. This example explains that information with the operator "NOT" as a symbol has the right to exist, but when it is perceived, the image of the analogue that follows the negative particle "NOT" first appears. The unconscious does not know how to work with negations. It simply ignores them.

Example

"Don't scream, don't cry, don't run, don't make noise..." - traditional commands through the denial of unlucky parents. The child honestly and conscientiously carries out all analog commands - that is, everything that without "NO", bringing

some parents are furious with their "disobedience". If a partner wants an adequate response to his request or command, they should be formulated without denial.

But sometimes negation can be used to obtain a positive result.

Example

"Don't rush to start all over again" (analog command: rush to start all over again). "You don't have to trust my words completely" (command: you have to trust my words completely). "Why do you think that you shouldn't pay attention to the little things?" (command: you have to pay attention to the little things). "You don't have to listen to me so carefully" (command: you have to listen to me carefully).

Denials can also be used as hidden threats: "We are not threatening you." "We are not going to beat you." The consciousness swallows the denial and calms down, but the unconscious begins to worry.

It is important to keep in mind that the "double" negation has a cumulative effect in communication. Remember: "You need to talk to a person not so that he understands you. You need to talk to a person so that he cannot help but understand you!"

Example

"You can't help but agree with...", "You can't help but understand...", etc.

Summary

Demonstration that the information given earlier is not random, but has a tendency to become regular. "In fact, this happens very often...". Providing specific evidence of the truth of the conveyed judgment. "For example, this happened in ... year".

Amendment

Bringing not quite correct information to greater semantic adequacy. "To be more precise, there are not all of them, but only 250 sunny days a year."

Gain

Drawing the listeners' attention to a piece of information being conveyed. "And, mind you, he came specifically to her!"

Concessions

Demonstration of the possibility of significant deviations from the content of the transmitted information, not strongly related to the general pattern. "Of course, this does not apply to all of you!"

Repeat

Same functions as buffs: "I'll note again that it's very important to use this particular technique."

Contrast

Drawing attention to the quality of structuring of information, additional emphasis on the difference between the proposed alternative elements. "We worked all day, and they just sat in the building!" >>.

Partial cancellation of the previous assessment or generalization, demonstration of a loyal attitude towards the partner and his information. "Oh well, maybe we'll fix it somehow."

Shift and Metaphorization

Transfer of reference for more successful self-representation or softening of assessment (and possibly vice versa), in any combination from the first, second or third person. "Imagine, you notice such a violation!" "Okay, I'll understand, but what if they notice?"

Evasion

Refusal to communicate in order to maintain self-representation or self-protection, including in the absence of or incomplete information, negative or inadequate information. "I haven't heard anything special about this."

Interpersonal communication

errors *Inconsistency*

When the content of words differs from the tone of speech, posture and body language, the partner notices this consciously or unconsciously. You should not try to portray goodwill towards your partner with an internally neutral or negative attitude towards him. This disrupts contact. You should behave correctly, respectfully and in accordance with your emotional state. This helps maintain contact.

Excuses

If you have made a mistake in communication, you should not make excuses. Your communication partner, by and large, does not care what kind of awkwardness you have made or why you have made a mistake, and excuses are perceived as personal weakness. The partner is most often selfish, and in communication you need to keep the attention on him, and not on yourself. With this direction of attention, he will probably not notice the interlocutor's mistake.

Apologies

You should only apologize if your partner perceived your statement or action as offensive. In other cases, you should not apologize.

Non-verbal

In personal communication, facial expressions and mimicry are of great importance. It should be taken into account that a person's attention is distributed unevenly. The eye area receives 10-15 times more attention than any other part of the face. Eyebrows are the main element of facial expressions. They not only indicate emotions, but also control them. Highly raised eyebrows are a sign of insecurity and incompetence. It is necessary to pay attention to your eyes and eyebrows. If they say the same as your words, the audience will love you. Laughing eyes and straight eyebrows are just what you need. It is pleasant to listen to you, the audience is confident in your competence.

Word selection

People hear and understand individual words before they understand the entire sentence, so they respond to the meaning of individual words more quickly and less consciously than to the meaning of sentences. In addition, negative particles are perceived later than other words, and are often not perceived at all.

Therefore, the constant use of such constructions as "will not cause losses", "not bad", "we are not afraid to make an effort", "I do not want to bore you with long statistical calculations" cause in the listener an effect opposite to the speaker's expectations.

Words are pictures in the mind! Therefore, you should use only those words that reinforce the desired goal. To create a positive mood, instead of "this is not bad", you should say "this is good". You need to create a positive mood with positive words - after all, the stability of communication depends on the mood of the interlocutor.

The only thing better than an informative speech is an interesting speech.

Know-it-all

Even if the initiator of communication is well informed on the topic of the current discussion, his interlocutors may know much more. You should not demonstrate your level of knowledge, surpassing and overwhelming the interlocutor, this causes irritation and disrupts communication.

How to ask a question?

Questions are a way of obtaining information and at the same time a way of switching the thoughts of the person with whom you are talking in the right direction (whoever asks questions controls the conversation).

A correctly asked question is a guarantee of receiving a detailed answer.

Questions are:

- **closed;**
- **open;**
- **suggestive;**
- **alternative;**

- *rhetorical;*
- *turning points;*
- *for reflection;*
- *mirrored;*
- *relay races;*
- *control.*

Closed question

This type of question implies a clear answer - "yes", "no" or similar.

Example

- Do you work at Romashka LLC?
- Yes.
- What city were you born in?
- In Moscow.
- Are you married?
- Divorced.
- How old are you?
- 37.

Open question

Implies an answer with an explanation. Characterized by the fact that the interlocutor is forced to think over the statement, gives the opportunity to choose possible information for the answer. However, in an open question, the interlocutor can avoid answering, giving unreliable, incomplete information.

Example

- How did you end up working at OOO Ro?
"Mashka"?
- I saw a vacancy on the website and sent my resume to HR affairs.
- Why did you choose this particular profession?
- My father worked in this field, my grandfather, great-grandfather, everyone is like that.
or otherwise were good specialists. I decided to follow in their footsteps. Family traditions.

Leading question

Implies the formation of such a tip that will give the expected answer. Often accompanied by the words "after all", "ko" "certainly", "isn't it true", "isn't it", "also >>.

Example

- After all, you knew that Ivan Petrovich was taking money. from the company's cash desk, and not from personal spending?

- Yes, I guessed.

Alternative question

Refers to an open type of question and implies several answer options, including your own. The goal of an alternative question is to get the interlocutor to talk.

Example

- How did you come up with this technology? Noticed from a competitor, or did this brilliant idea come to you in a dream?

- I was walking down the street in winter, slipped and hit my head. lovoy. When I came to my senses, it was as if it had dawned on me!

Rhetorical question

The question does not require a direct answer and serves as a method of distracting attention, switching to another topic.

Example

- Is there life on Mars?

The turning point

Serves as a way to identify weak points in the interlocutor's vision. Performs the functions of keeping the conversation on a given track.

Example

- What are your visions for career development?

A question to ponder

Summing up questions.

Example

- Did I understand you correctly that the company's management will they ignore this request?

- Do you think "Horns and Hooves" won't come out with a new project? duct this year?

Mirror question

Repeat part of the statement in the next question.

Example

- When and with whom is it planned to sign the contract?

- In 2 days we will sign a contract with Romashka.

- In 2 days, when you sign the contract with Ro- "mashkoy" will you launch the project immediately or wait for payment?

Relay questions

These are highly professional questions that require detailed answers and provoke the opponent to bring in additional information to clarify his position and speak out.

Example

- It seems to me that you've been drinking today?

- Yes, how do you know?

To such a question, an automatic answer is first given, and then the opponent himself formulates a new question either to you or to other participants in the discussion.

Security Question

It is divided into practical, demonstrative and provocative.

• A practical question serves to understand the knowledge of the interlocutor.

Example

- What would you do in such a situation?
- How can this be implemented in practice?

• A demonstration question gives the interlocutor the opportunity to show off his knowledge and competence. Suitable for self-affirmation of the interlocutor.

Example

- Tell us all about your passion for motorcycles.
- Oh-oh-oh! I can talk about this for hours. It all started-
moose when my father bought me a Ural. . .

• A provocative question is used to catch on contradictions in statements. They are asked with the purpose of causing a storm of emotions in the interlocutor (opponent), so that the person in a fit of passion reveals hidden information, blurts out something unnecessary. Provocative questions are pure manipulative influence.

Example

- A minute earlier you said it was a white mouse.
tire, and now that it's black. So what kind of car was it really?

The ability to ask the right questions helps to significantly increase the probability of success in operations to obtain information. For example, the customer set the task of finding out whether the director of the company "Vasiliyu) Nikolai Petrovich is currently vacationing in Courchevel.

Algorithm for completing the task: call Nikolai Petrovich's secretary Alla Viktorovna with a direct question:

- Hello, Allochka, good morning, please tell me Petro vich came back from Courchevel?

- Good morning. No, he is still resting, but in the Emirates. In this dialogue, in addition to manipulation technologies, the question is posed in such a way that it is almost impossible to answer it in any other way. The probability of successfully completing the task is maximum. Now let's replay it:

- Hello, Alla Viktorovna, good afternoon, please tell me Luysta, is Nikolai Petrovich on holiday in Courchevel?

- Good afternoon. And who are you? What is your purpose in asking? You must admit that the probability of successfully completing the task is minimal.

LIE DETECTION IN H UMINT[7]

A person lies in different circumstances for different reasons. This may be caused by the desire to hide one's behavior in personal relationships, which he considers wrong or which may cause public condemnation; distorts facts to prevent a negative reaction from the interlocutor. The reason for lying may be the desire to hide a criminal or administratively punishable act and to avoid responsibility.

An employee working on corporate intelligence tasks most often encounters lies that manifest themselves in business relationships. For example, representatives of a counterparty, supplier or buyer with whom negotiations are conducted may overstate or understate the production or commercial performance indicators of their company in order to achieve preferences in relations with partners. When studying a company's business reputation, when interviewing its management, they distort the facts to a greater or lesser extent in order to improve the company's image. A sales manager, when building a non-standard sales scheme for goods to customers, may lie about the real purpose of such a scheme. Job candidates

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[7] **The author thanks the partner of the intelligence agency "R-Techno" Vitaly Vladimirovich Melikhov for assistance in preparing this section.**

In a company, people often lie about their professional competencies in order to get the desired position. A company employee may lie to hide their involvement in violation of technologies and work rules, or about their abuse of office that led to damage.

Detecting lies in communication with a person is a non-trivial task, since there are no uniform criteria or general signs by which one can reliably detect lies in personal communication. There are several reasons for this.

1. *The manifestation of signs of lying is influenced by the type of a person's nervous system, his temperament and other psychophysical characteristics, which must be taken into account in a comprehensive manner for various manifestations. For example, an extrovert, when lying, behaves differently than an introvert.*
2. *There are different types of lies. The type of lie always influences its content format and features. If the reason for the lie is the desire to hide some circumstance, then the person will keep silent about it, claiming that he knows nothing about it. If the reason for the lie is the distortion of one's role in the event, and the reduction of one's responsibility in the negative outcome of the events, then the person will prove his alibi or reduce, devalue his role in these events. A person wishing to protect someone from an accusation may claim that he could not do it physically, or was in another place, or is in principle not capable of it.*
3. *The nature and manner of a person's lies depend on the level of development of intelligence, his dominant way of thinking, breadth of outlook, value systems and moral rules that determine the mentality of a particular person. Mentality influences the content of lies, the presentation of false information in the process of telling. The higher it is, the more complex and sophisticated the distortion of facts and events, the more plausible the content. The lower the level of development of a person, the simpler the construction of his false statements, as a rule, the less convincing the form of presentation, the easier it is to detect a lie.*

Information obtained from HUMINT sources during corporate intelligence activities in most cases requires verification of the cause.

distortions that are intentionally or unintentionally introduced by the source of information.

Unintentional distortion of information by a person occurs due to the subjectivity of his worldview, selectivity in the perception and memorization of facts, the influence of authoritative opinions, personal preferences in the interpretation of events and other factors described in the section "Features of human perception of information".

Unintentional distortion of information in one's own worldview may occur as a result of frustration, when a person wants but cannot achieve the desired result and position, satisfy the need for dominance over other people, and other psychological complexes. In such a situation, the mechanism of psychological defense is activated, an unconscious process aimed at minimizing negative experiences, leading to subjective denial or distortion of real facts and events. This is most strongly manifested as a result of a stressful situation, when an event is emotionally unbearable, and a person forgets it or unconsciously replaces it in memory with another situation. Psychological displacement, suppression, repression of this event and memories of it occurs.

Unintentional distortion of information occurs as a result of errors of perception, subjective assessments, and the action of psychological defense mechanisms. This may be self-deception, but it is not a lie. Such distortions should be predicted when assessing the source of information, verified by other means, and corrected in the verification process when processing information.

Intentional distortion of information in communication with another person, that is, when a person in communication with someone deliberately distorts facts and events known to him, is a conscious deception or lie.

Lie detection technique

In HUMINT, deception detection is performed by a corporate intelligence officer who interviews a person who has information of interest when there is reason to believe that his answers may be wholly or partially false. Depending on the purpose of the investigation, the task is to detect distortions of facts and events for

understanding the actual course of the process being studied and avoiding mistakes when participating in it, as well as identifying the role of the interlocutor in the incident being studied.

A lie can be detected during a conversation with an interlocutor, using a complex technique that combines communication at the verbal-semantic level with influencing the level of nervous-mental tension of the interlocutor (internal mental tension) and observing his non-verbal reactions.

In fact, distortion of information is revealed at the verbal-semantic level. Non-verbal reactions are used as markers of changes in the emotional state and neuropsychic tension of the interlocutor, by which the employee evaluates the reliability of what the interlocutor said.

Preparing for the conversation

Before starting a conversation, you need to collect available information that characterizes the personality of the interlocutor and create a preliminary portrait: general level of development (high, average, low), degree of emotionality, disposition to communication.

At the beginning of the conversation, the interlocutor's behavior should be calibrated by asking several neutral simple questions that require "yes" or "no" answers, carefully observing how he behaves when answering: how his voice, facial expressions, eye movements, gestures, head position and posture differ. In this way, his basic behavior is determined. Changes in the course of the conversation are used to evaluate the interlocutor's nonverbal reactions.

In the process of calibration, it is necessary to understand the emotional state and the level of nervous and mental tension, making an empathic adjustment to the interlocutor (for more details, see the section "Empathy").

After this, you can start the conversation.

Discussion of the topic of conversation from the general to the specific

At the beginning of the conversation, the interlocutor's version of the event under study is considered. The discussion should be conducted positively, without criticism, in the utmost detail, with a mention of all the circumstances of the facts or events being discussed. This is necessary for further analysis.

Determining the type of lie

During the conversation, it is necessary to determine the type of lie of the interlocutor. The tactics of the employee's further actions depend on this.

Falsehood on the facts

By denying or concealing the real facts, his actions or his participation in some reprehensible event or incident that violates the norms established by law, a person tries to evade responsibility.

Lying based on actions

A declaration of intentions that does not correspond to reality occurs when a person, in the course of corporate or public activity, publicly states that his goal is to achieve a corporate interest or public benefit, but in fact acts in his personal, selfish interests, at the expense of other people or the interests of the organization.

Manipulative lies

Presentation of false information, concealment of facts, substitution of the significance of events and other distortions of information aimed at hidden psychological influence on a person, as a result of which he will perform actions as if of his own free will (described in the section “Manipulation of information”).

Systemic disinformation

A person presents a false image of themselves that differs from their reality, playing a certain role, portraying false aspects of their personality. The credibility of the created image is made up of the content of the conversation, the manner of behavior and speech, the corresponding style of clothing and accessories. It is used when creating a legend for an intelligence specialist to start communication with a source of information, as well as in fraud to mislead the victim. It is used by candidates during job interviews to claim a higher level of competence and professional experience than they actually have.

Nervous and mental tension of the interlocutor

A person who lies keeps in mind a false version of his behavior and/or a false picture of events, thinks over answers to questions, controls his behavior and monitors the actions of others. This requires concentrated attention and the use of other internal resources. In this state, his internal neuropsychic tension increases. The higher the level of such tension, the more difficult it is for a person to control thoughts and behavior simultaneously. The liar's attention is focused more on the content of the conversation and less on his own behavior. The likelihood of verbal errors increases, non-verbal reactions are more pronounced and more reflective of a person's internal state.

The employee's task during a conversation at the lie detection stage is to increase and maintain a certain level of nervous and mental tension in the interlocutor, which should ensure the person's cognitive and emotional load, but not be too high so that a breakdown does not occur and the person does not refuse to continue the conversation.

The reason why a person lies is connected either with the desire to avoid trouble for some actions taken, or to gain benefit from deceiving other people. The higher the level of trouble or the greater the expected benefit, the more significant it is for a person to achieve the goal of the lie. During a conversation, an employee indicates the possibility that the interlocutor will not achieve the goal of his lie and will be exposed. He motivates this possibility with a real official position, if the interlocutor is an employee of his company, or interests with a legendary opportunity, if the interlocutor is an outsider chosen as a source of information. In such a situation, the interlocutor will strive to ensure that the employee believes him. During the conversation, when the employee expresses doubt or demonstrates distrust of the proposed version, this will cause additional tension in the interlocutor.

Revealing the False Version

In the second part of the conversation, the employee analyzes the interlocutor's version, highlights logical violations, possible inconsistencies in the circumstances, and translates the discussion

in particular, details and particulars of the topic under discussion, asking specific questions that require a precise answer. For example, during negotiations with a counterparty, after discussing the scope of possible cooperation and common intentions, you should start asking questions about the specific terms of interaction, opportunities and guarantees for the fulfillment of obligations and contracts. When investigating an incident, you need to ask the interlocutor questions about the details of the event, about the people who were present at the time, find out the details of their behavior and conversations. Since a person, constructing a false version, as a rule, does not have the opportunity to think through all the details, then, when answering specific questions, he is forced to think them out in the course of the conversation, which increases his internal tension and corresponding non-verbal manifestations.

In this case, it is necessary to activate empathic tuning, carefully observe the behavior of the interlocutor, record non-verbal reactions when answering questions and compare them with reactions in the first part of the conversation and during librovke.

Non-verbal reactions are most pronounced when the interlocutor answers questions and judgments of a specialist that directly concern false information and create the possibility of exposing a lie. Therefore, when formulating questions and judgments, one should proceed from the type of lie of the interlocutor.

If the interlocutor lies about the facts, for example, claims that he has the opportunity to consult with famous experts, or took part in a prestigious conference, then he should be questioned about the details of his relations with the experts, about the specific place and circumstances of the conference. Ask him to repeat the details of the story told, point out possible factual errors or unlikely circumstances of his version.

If the interlocutor lies about the motives of his actions, then he should be asked direct questions that imply "yes" or "no" answers. A person lying about the motives of his actions, as a rule, does this regularly, and in conversation often states that he is strictly honest, does not deceive, always tells the truth. Based on his answers and comments, the employee can make an assumption about the real motivation for the interlocutor's actions.

If the interlocutor uses manipulative lies, then in the process of general discussion it is necessary to identify the goal, the violation of the logic of his version, then ask questions aimed at contradictions in his statements. Then, based on the answers received, identify the signs of manipulation.

When the interlocutor uses systemic disinformation, he thinks through the created image, behavior options and answers to various questions in advance. He creates a legend for communication. The goal may be a planned fraud, or a desire to portray high competence and extensive experience at the interview in order to get the desired position. To identify lies, you should ask questions about the details of the stated proposals, ask to tell details of professional activity, i.e. ask questions that require specific answers. It will be difficult for the interlocutor to answer them, so the answers will be erroneous or unconvincing.

Nonverbal reactions. Practice in lie detection

Non-verbal manifestations of a person are facial expressions, glances, gestures, posture, vasomotor activity, reflecting the internal state of a person. Non-verbal reactions occur when the internal emotional and neuropsychic state changes, as a rule, they carry reliable information about these changes, since they are formed in the subconscious.

Nonverbal reactions in themselves are not signs of deception, they are used in the process of communication as markers of a change in state, by which in the context of a conversation one can make an assumption whether a person is telling the truth or lying. In the process of a conversation, a person reacts differently to questions that are significant and insignificant for him, dangerous and harmless.

During a conversation with the aim of identifying lies, the employee observes the non-verbal reactions of the interlocutor and compares the reactions with the content of the questions and answers in the context of the topic under discussion.

Observation is carried out on the position of the eyes, facial expressions, gestures, position of the head and body, and it is also noted when he blushes, turns pale, and sweats.

The most informative non-verbal reactions for detecting lies are changes in eye position, gestures, and head and body position.

Eye position

- **A darting gaze, frequent blinking (more than 10 times per minute) is a sign that a person is in a state of fear.**
- **Closed eyes for more than a second are a sign that a person does not like what is happening around him; he is probably preparing a deception.**
- **Direction of gaze (described in the Eye Accessing Cues section).**
- **When a person looks to the left, up, or straight while answering a question, this is a sign that he is remembering an image of an event or feeling and is most likely telling the truth.**
- **When a person looks to the right, up, or straight while answering, this is a sign that the person is constructing an image of an event or feeling and is probably telling a lie.**
- **When, while answering, a person first looks to the left and down, then quickly moves his gaze to the right and up, this is a sign of deception; most likely, at this moment he is not telling the truth.**

Gestures

- **Hands lie relaxed on the knees or on the table - a calm state.**
- **Tapping your fingers on the table, twirling a pencil or pen - tense anticipation, there may be a readiness to deceive.**
- **Clasped hands - internal emotional tension.**
- **Clenching and unclenching the hands - internal tension, readiness for aggression.**
- **Rubs his face with his fingers, touches his head - probably preparing a deception.**
- **Rubbing your chin with your fingers - readiness to make a decision.**
- **Palms folded along the fingers, or like a house - lack of understanding of the situation, a feeling of uncertainty.**

Head and body position

- **A person sits with his head slightly tilted forward, slightly hunched over - a state of attention to the interlocutor.**
- **The person sat up straight, tilted his head to the left or right - attention partly switched to his own thoughts and internal sensations.**
- **The man straightened up, straightened his shoulders, raised his head - internal nervous and mental tension increased.**

Vasomotorics

- **The skin of the face turned red during the question - experienced excitement from an unpleasant question.**
- **The skin of the face turned red while answering - probably told a lie.**
- **The skin of the face turned pale - I felt a sense of danger.**
- **My face started sweating during the conversation - I felt the threat of my lie being exposed.**

Verification of lie detection results

Based on the results obtained in the process of detecting lies, verification of hypotheses obtained at the verbal semantic level is carried out.

The following should be collected into a single protocol:

- **information about the identity of the interlocutor;**
- **description of the false version;**
- **data from the general discussion of the topic under study;**
- **identified type of lie;**
- **a table of comparison of questions and answers with the non-verbal reactions of the interlocutor.**

Based on the analysis of the protocol data, a conclusion is made about the content and motives of the interlocutor's lies.

Empathic attunement

Empathy is a conscious perception of another person's emotional state, the ability to recognize what he or she is feeling. This is a natural quality that can be developed to varying degrees. In everyday life, it manifests itself as sympathy, empathy, and a sense of belonging.

Physiologically, empathy occurs when mirror neurons are activated, which are located in the cerebral cortex and allow us to reflect the feelings and emotions of other living beings.

In practice, empathy arises and develops when communicating with another person. Specifically, when communicating, and not just communicating. The meaning of the concept of "communication" means the formation of a community between people, in which common similar sensations and emotional states arise. In a state of deep community, a subjective connection between people is formed, called a rapport.

In practical activities, empathy is established to varying degrees of depth, depending on the task.

Deep empathy to the point of reporting is required in rare cases when it is possible to reveal a lie in a confidential, heart-to-heart conversation, if the interlocutor is, in principle, not inclined to lie due to personal qualities, but lied under the influence of some external circumstances, and it is difficult for him to admit not so much to a lie as to the influence of these circumstances.

During a conversation aimed at identifying lies, the specialist uses a level of empathy called attunement in order to understand (or sense) the emotional state and level of nervous and mental tension of the interlocutor.

In this case, you should carefully examine the interlocutor, how he looks, in what manner he speaks, his facial expressions and gestures, form a general impression of him. Then correlate the general impression with what the person says and understand the image that he represents at the moment.

How spies develop empathy

(tips from Jason Hanson's book "Agent of Influence")

- Look at things from different points of view.
- Refrain from criticism.
- Know how to listen.
- Ask questions.
- Show attention to others.

The dominant way of thinking of a person

The dominant way of thinking has a great influence on the content format and method of lying. This circumstance

It is necessary to take this into account, since a lie is constructed according to the way of thinking and signs of a lie are revealed.

A distinction is made between object-figurative, abstract-logical and object-active thinking. Physiologically, this is associated with processes occurring in different parts of the human brain. Object-figurative thinking causes activation of the right hemisphere, abstract-logical thinking - the left hemisphere, object-active thinking occurs with moderate or low activity of both hemispheres.

In management activities, subject-figurative thinking forms an image, a picture of the managed process, a general vision of its development and possible options for achieving the goal. This corresponds to the creative activity of creating new forms using the possibilities for achieving the goal that exist in a specific process.

Abstract-logical thinking is predominantly systemic, process-based, operates with cause-and-effect relationships, and in management activities is focused on the application of rules and technologies, with some variability of solutions for situations developed for process management.

Object-active thinking consists of practical transformative activity carried out with real objects, and is focused on actions according to clear algorithms for executing instructions and rules, a sequence of operations: do one, do two, do three, etc.

As a rule, a certain way of thinking dominates a particular person. This determines his preferences in choosing a field of activity that is closer to him and where he will be successful. A person with dominant subject-figurative thinking is more successful in creative activity. For a person with dominant system-logical thinking, management activity is more suitable. A person with subject-effective thinking will show himself in performing activity.

The dominant way of thinking is manifested in a person's behavior, in the way he speaks, what semantic constructions he uses. For example, to solve a problem or achieve a goal, a person with object-figurative thinking will comprehend the problem as a whole in order to understand the big picture and come up with options for achieving the goal. When lying, such a person

creates and imagines a distorted picture of events taking into account current circumstances, which allows him to present a false version quite convincingly. When discussing a false version with another person, he can link distorted facts with other events, create a new picture with the necessary distortions and present a lie in a new version that does not contradict the previous one. Such a person can create quite convincing versions for all types of lies.

A person with abstract-logical thinking will go through all the ways of accomplishing tasks known to him, then try out the options, choosing the most suitable for accomplishing a given task. During a lie, he will come up with distortions of facts that can be explained in the logic of those events and circumstances for which the false version is intended. As a rule, such a person most successfully creates false versions for manipulation based on the motives of actions and facts.

A person with objective-active thinking will try to find step-by-step instructions, following which he will complete the task. He will lie about facts and motives of actions, since it is difficult for him to create versions of other types of lies.

THE PROCESS OF BREEDING

Search for contact information of sources

The experience of pranksters Vovan and Lexus

In the book "For Whom the Telephone Tolls" (V. Kuznetsov (Vovan), A. Stolyarov (Lexus). St. Petersburg: Piter, 2018), pranksters have quite fully classified the sources of information and technologies with which you can find contacts of objects:

- ***OSINT;***
- **journalistic databases;**
- **HUMINT (familiar + social engineering technologies, i.e. calls under different legends to those who have this information).**

From our side we would just like to add a few more:

- **LeakINT - search for leaks;**
- **industry and departmental databases that are in information circulation.**

Now let's take things in order.

OSINT

Open sources of the Internet, in the creation of which society itself takes part, actually provide a dossier on everyone: accounts on social networks, channels in messengers, accounts in the blogosphere, message boards - all this is an inexhaustible source of information for finding contact information.

Journalistic databases

Journalistic databases are in fact a formalized agent network, where experts commenting on certain events are sources of information. Current contacts of many politicians, businessmen, athletes, and showmen can easily be found in such databases.

HUMINT

You can find out the manager's contact information by calling his subordinates under the cover of a legend.

Leak/NT

At the time of writing in 2022, leak research has reached a grand scale. Personal data leaks occur in dozens, if not hundreds, every day! Many of them are available for download. Using such an array can serve as an excellent source of information.

Industry and departmental databases

Many departmental databases: Unified State Register of Legal Entities, State Traffic Safety Inspectorate, etc. contain up-to-date contact information of individuals. Industry databases can sometimes contain contacts of industry experts and full-time employees of a particular organization.

Exploiting human weaknesses

The purpose of drawing up a psychological portrait, which was written about earlier, is to identify strengths and weaknesses. Both are actively used by manipulators to extract information.

Curiosity

Curiosity in manipulation is used to attract and hold attention. All manuals on oratory recommend starting a speech with some story that arouses curiosity, and during the speech, inserting promises to tell a little later about something even more interesting.

Imperfection of mental mechanisms

A person cannot effectively do two things at the same time. By switching attention from one object to another, he loses control over the first object for some time.

This is a technique used by scammers, who "talk the talk" of the victim. Some subordinates do the same, slipping a paper to the boss to sign and distracting him with conversations to prevent him from reading the document.

Suggestibility

Almost everyone is susceptible to suggestion to one degree or another, but of course to different degrees. People who lack self-confidence are more susceptible to suggestion, as are children and the elderly. Women are, on average, more susceptible to suggestion than men. Education reduces suggestibility: an educated person trusts reason more, and therefore facts and arguments.

The famous "placebo effect" is based on suggestibility: the patient is given a neutral remedy (for example, regular water or a dummy pill) instead of the promised medicine, claiming that it will definitely help. And indeed, it helps many!

Boasting

The desire to look better than one really is makes a braggart easy prey for manipulators.

Example

- Petrovich, they say you made a discovery yesterday?
- Yes, I decided to use Zavitushkin's formula,
I lowered the temperature in the oven, added salt, and we were done
something we've been struggling with for over a year.

Uncertainty

Insecure people experience some kind of inferiority, which may be imaginary, but the person who carries it does not know about it and seriously considers himself inferior in terms of education, position in society, professional or personal qualities.

Knowing, for example, about the insufficient education of the interlocutor, the manipulator says: "Everyone knows...." or "Every specialist knows...." Or he can argue his thought by referring to a non-existent statement by one of the greats.

It is difficult for an insecure person to say "no". It is easier to convince such a person by showing that nothing terrible will happen if he agrees.

Slowness

A person who makes decisions slowly is also easy to manipulate. It is enough to create conditions when you need to respond quickly. He will not have time to think and will be forced to agree with the proposed solution, which he will later regret.

Compassion

It is known that many of those asking for alms are not beggars at all. This is a type of business that exploits the feeling of pity of passers-by. And this pity is sometimes caused by artificial "bells and whistles" and "dress-ups".

Vanity

A vain person becomes an easy prey for manipulators. By extolling his virtues, they gain his favor and trust, and then control him.

Example

- Petrovich: you are a brilliant inventor! Inzhe
Ner with a capital N! How did you manage to do that?
- Yes, I decided to use Zavitushkin's formula,
I lowered the temperature in the oven, added salt, and we did what we had been struggling with for over a year.

Example

- Igor Yuryevich, what do you think as an expert? about this?
- I think...

Interview

An interview as a method of collecting information is conducted in personal communication with the source of information (respondent), in which the researcher (interviewer) asks questions and records the answers.

An interview makes it possible to obtain from the source factual data known to him, his opinion on current issues, an explanation of events of interest, proposals and forecasts for the development of the processes being studied.

At the same time, personal communication helps to learn the characteristic features, the way of behavior of the source of information, the peculiarities of response to various questions, the level of emotionality, and other personal qualities that should be taken into account for effectively building relationships with the source when conducting an interview and planning further interaction with him.

Types of interviews

The format of the interview is chosen depending on the task: formalized, according to a specific plan, or in the form of an informal conversation.

In a formalized form, an interview is conducted when there is a task to obtain factual data from the source, accurate

information on the events under study, expert assessment of significant circumstances and other primary data of a quantitative nature. At the same time, the researcher must strictly adhere to the given topic, ask all the questions according to the interview plan, getting the source to answer each of them.

This type of interview is used to obtain primary data used in information and analytical work aimed at studying the behavior of competitors and changes in the business environment, i.e. to describe the processes being studied.

An interview is conducted in the form of an informal conversation when there is a task to determine the personal characteristics of the informant, his own assessment of significant circumstances, as well as to identify his personal understanding of current events and his forecast of the development of events. The researcher asks questions in a free form and builds their sequence depending on the answers and behavior of the respondent. The sequence and presentation of questions should stimulate the manifestation in the answers of the respondent's subjective attitude to the circumstances.
on the topic of the interview.

In this way, a dual task is solved. The minimum task is to obtain the source's evaluative judgments on the interview topic, which are of interest for understanding the assessments and opinions existing in the respondent's professional environment. The maximum task is to identify the respondent's personal characteristics in order to compile a psychological portrait, assess the possibility of maintaining contact and further interaction with him as a source of information.

Developing a Legend

The interview legend is needed to justify the interviewer's appeal to the source of information and the respondent's consent to answer the proposed questions. Obviously, if the interviewer introduces himself to the source as an employee of the corporate intelligence of a competing company, the interview will not take place.

The topic discussed in a corporate intelligence interview relates to either marketing, corporate management, or economic policy and macroeconomics. From the source's point of view, it is logical for such an interview to be conducted by an employee of a publication or agency that specializes in research and publications in these areas.

areas. For this reason, the interviewer should introduce himself as a journalist or an employee of a specialized organization.

When developing a legend, the format of the interview, the possibility of checking the legality of the organization used, and the fact of the interviewer's cooperation with this organization are taken into account. For example, if the interview is conducted within the framework of a specialized exhibition or conference, then for accreditation the Russian media must be registered with the Federal Service for Supervision of Communications, Information Technology and Mass Media, and the journalists must have credentials of these media. In most events, for the interviewer's qualification, it is optimal to have at your disposal an electronic publication registered as a media outlet, working as a marketing or sociological agency, or as an agency of another suitable profile.

The interviewer must be natural in the assigned role, have a good understanding of the topic of the interview and be able to navigate freely through the main and additional questions prepared for the source of information.

If video and audio recording equipment is used, it must correspond to the interview legend. For example, the video camera, voice recorder and microphone must be of a professional format, usually used in journalism.

Preparing questions

For each type of interview, a list of questions is prepared in accordance with the task.

During the preparation process, two sets of questions are formed: main and additional. Main questions are formulated to obtain basic information on the interview task. Additional questions are intended to clarify answers, if necessary, to maintain communication in the event of any difficulties with answers to the main questions. During the preparation process, it is necessary to think over the tactics of using additional questions in different situations during the interview.

Personal and impersonal forms of questions

Personal forms of questions to a greater extent reveal the individual opinion of the information source. Impersonal form

suggests an answer not about one's own point of view, but about generally accepted opinions; it usually reveals not the source's personal assessments, but his knowledge of established assessments and opinions.

Direct and indirect questions

Usually questions are formulated directly about the subject of interest. Indirect questions are appropriate when the topic of the interview touches on a confidential subject and the source cannot or does not want to answer a direct question. For this reason, the question should be formulated in such a way that it frees the source of information from an unwanted answer. In such a situation, questions should be asked not about the confidential subject, but about related subjects and circumstances, so that from the answers one can indirectly form an idea of the confidential subject.

Interviewing Techniques

An interview is an organized meaningful and personal interaction between the interviewer and the source of information. To achieve the set task, the interviewer must manage the substantive aspect of the interview, taking into account the influence of the source's personality.

1. The interviewer must observe the behavior of the source, understand his emotional state well, be able to remove a possible psychological barrier and build communication with the respondent.
2. Conduct a discussion within the framework of the interview task, be able to politely return the respondent to the answer to the question asked if he switches to extraneous topics.
3. Each question asked should contain only one aspect. Each question should be answered. If the respondent avoids answering the main question, then additional questions should be used so that the answers to them together provide information on the main question.
4. Closed questions should be asked only when they are provided for in the interview plan. In other cases, open questions should be asked to obtain detailed answers.

5. The interview should be conducted positively, addressing the respondent in a friendly manner without emotional pressure.

6. Questions should be asked in interrogative form, not in affirmative form, without expressing the interviewer's own assessment or personal opinion.

Example

- Hello! I'm Frank Black. I have an agreement.
about the interview with Mr. Morgan.

- You are the young man who writes an article for school.
newspaper?

- Yes ma'am, I would like to know everything I can about the job.
those of the pilot.

...

- To which airports do PanAm planes fly?
How much do pilots get paid per year? Who decides where they fly?

- Stop, stop, stop. Let's take turns!

- Well, what is meant when one pilot
asks another: "What are you sitting on?"

- He wants to know what you fly. DC8, 707,
Constellation...

- For example, do pilots have some kind of horror?
beliefs?

- All pilots must have 2 documents with them.
menta: firstly, an airline employee ID, and of course a license. It looks like this...

- O-o-o! Can't I make a copy and put it in?
her in the newspaper?

- No need, Frank. This one is already expired, you can take it.

- O-o-o! Cool! Or maybe you have an extra ID?
will it be found?

- No, I can't help here, they are made specifically for this purpose.
In Polaroid, only a Pan American pilot can obtain a license.

From the film "Catch Me If You Can"
(dir. S. Speilberg, 2002)

Method (<hourglass»[8]

The method consists of starting a conversation with a general, broad topic, gradually narrowing it down to a specific one, and then bringing it back to the general plane.

The conversation starts with children, then moves on to work (or the real purpose of the interest), and then personal questions are asked: where the person likes to relax or what his favorite food is. People usually remember the beginning and end of a conversation, but not the middle. That's why scouts probe casually. This allows them to find out whether the target has the information they need. In the business world, this method can be used to find out the level of interest in a product, the needs and expectations of potential customers, and even their plans to switch to a competitor.

Survey

Survey through direct contact

In competitive intelligence, the survey is the most popular form of HUMINT. It allows for a fairly simple and quick way to obtain feedback and recommendations about a potential employee during personnel checks and a company's business reputation.

A survey is a method of collecting primary data for information and analytical work. Depending on the type of respondents, a distinction is made between mass and specialized surveys.

Example

- You sing well.

- Oh, come on.

- Please tell me, have you known the citizen for a long time? Gorbunkova S.S.?

- Yes, unfortunately 10 years.

- So, for all 10 years he drank, caused trouble and, so to speak, You know, he was morally corrupt?

- Well, no, you know, all this time he has been skillfully masking He pretended to be a decent person, I don't believe him.

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[8]Described in the book "Agent of Influence" by Jason Hanson.

- Well, if you know a person well, you need to trust him. Always?

- Oh no, I think a person needs to believe in himself. in extreme cases.

- Do you think so?

- Yes, and by the way, who are you?

- Well, I know him from work, let's say he's a colleague.

- Got it, drinking buddy! Now get out of here, Misha...

From the film "The Diamond Arm"
(dir. L. Gaidai, 1967)

Example

- Give me a light.

- Please.

- What are you smoking?

- Cigarettes "Friend".

- Yes, yes... "Friend" cigarettes... a dog on the label... thirty kopecks...

- Actually, I smoke Belomor, but Belomor there was none.

- There was no “Belomor”, you noticed correctly, therefore- He bought the "Friend" cigarettes for me.

- Who is he?

- Criminal.

- What criminal?

- Modern, cultural, I would even say, pre- a new type of criminal. What did crooks forget at the crime scene in the past?

- What was forgotten at the crime scene?

- Caps, cigarette butts, and now here... Shakespeare! No, Don't be scared, there are no blood stains here!

- So, are you an investigator?

- Yes, I handle car theft cases.

- Ah, about car theft.

- No fingerprints. The criminal is working. in cotton gloves. Aren't you interested?

- No... very interesting!

- You see, there is no library stamp, no...
I say: there is no library stamp, no owner's name. You know, some people sign their books?

- I know, but I don't sign.

- I'll tell you a secret. There's a gang operating in the city. Steals personal cars. Four cars were stolen from one district in one year.

- Three!

- Well, you've already heard it. Yes, three. The fourth one... It was not possible to find it. But soon this will be over.

- And how?

- I managed to detain one of the gang members.

- Whom?

- A decent man is an engineer. His wife is a doctor, two children. He recently received an apartment in the South-West, and is engaged in such things.

- What does he look like?

- So small.

- Round?

- Yes...

- And... and you arrested him?

- Well, why such a strict measure? He was going to run away. to the resort, but I made him sign a written undertaking not to leave.

- What if this is not an accomplice? Dear person century, wife - a doctor, two children, apartment in the South-West, and you deprived him of a well-deserved vacation?

- My gut tells me he's not to blame. But the windows A thorough investigation is a matter of a few days. I already know the signs of the gang leader. He is tall, wears a raincoat, a hat, and carries a briefcase. And the main sign is that he is stooped.

From the film "Beware of the Car" (dir.E.Ryazanov,1966)

In a mass survey, the main source of information is different categories of the population, whose professional activities are not related to the subject of analysis. Such surveys are usually conducted within the framework of marketing research.

Example

Lenin appears from the far doors of the corridor and walks towards Shadrin.

*Shadrin**(I took a closer look at the oncoming person and (he stepped aside because he was walking aggressively and quickly).** Dear sir, where can I get some tea?*

Lenin looked straight into Shadrin's face. He became embarrassed.

*Shadrin**(embarrassed)**Sorry, dear sir, we are from far away.*

Lenin. Are you missing tea? . . . huh?

Shadrin. Oh, don't even say that, dear sir.

Lenin: Well, let's go, I'll show you... How long have you been fighting, comrade?

*Shadrin**(sighing).**Third year without going out. L e n i n **(stopped).**Have the trenches been abandoned for a long time?*

A sailor came in and stood at a distance.

Shadrin. Ten or twelve days later, he popped out as if alive.

Lenin. Things are bad?

Shadrin. Trouble.

Lenin. Are you still taking positions in all this? Shadrin. That's still good.

Lenin: And what about the Germans? Didn't you notice anything?

Shadrin. Judging from our notes, it's not sweet for them either. It's not sweet for a soldier anywhere.

Lenin. And what notes did you have? This is very important. Shadrin.

Coffee like that... you know? It smells like chicory... They'll bring in a prisoner... the German has become different.

Lenin. Not the one? The German is tired? Shadrin. What can I say.

Lenin. Will he come to peace with us?

Shadrin: I won't say anything about that... that is, if you judge by the soldiers, by their battles - everyone is sick of war, but they have a tsar.

Lenin: Our generals don't want peace either. Shadrin: It's true.

Lenin. What to do?

Shadrin: I can't say that.

Lenin: And if the Soviet government says to the soldiers: take the cause of peace into your own hands... Will you, for example, take the hand of the Soviet government?

Shadrin. Dear comrade... let the Soviet government just say this.

Lenin: Aren't you afraid?

Shadrin: Who? Me?

Lenin. At least you... Take yourself, now every soldier has to answer for the fate of all of Russia.

Shadrin: It's a bit scary, I don't argue.

Lenin: Are you married?

Shadrin. Married. Lenin. Are there any children left?

Shadrin. Three.

Lenin. Is there much land?

Shadrin. Where is there...

Lenin. Do you have a horse?

Shadrin. It's intact.

Lenin. A cow?

Shadrin. Pala (standing in sad thoughtfulness). Lenin (raising his head, lightly touched the belt of his wine Shadrin's work). But you can't throw away the rifle!

Shadrin. What, I can't? I'm afraid to leave her, comrade, I can't leave her.

Lenin. Kerensky is coming at us with weapons. Shadrin. I heard.

Lenin. Now Kaledin[9] on the Don he raises the Cossacks.

Shadrin. If they are the first to rise up against the people, then what...

Lenin. War again? The soldier is tired, isn't he?

Shadrin. What and how to fight for... No one will fight for the Dardanelles.

Lenin. The Soviet government is not going to seize foreign lands, but if the tsarist generals want to imprison

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[9] **Kaledin A.M.** ***(1861 - 1918)*** **- General of the Tsarist Army, Ataman Don Cossacks, who led the counter-revolutionary forces on the Don. After the defeat of Kaledin's rebellion in February** ***1918*** **Mr. shot himself.**

in Russia landowners and capitalists, then... What do you think? What do you think?

Shadrin. Then let's go to war.

Lenin. We must fight today... now...

*Shadrin. Then let's go to war now...**(pause).** Perhaps you don't believe me, dear sir? I speak for myself from the bottom of my heart.*

*Lenin**(shakes hands with Shadrin).**Goodbye, comrade, sorry to keep you.*

Shadrin. What are you... what do you mean...

*L e n i n . And you can get some tea upstairs... there, by the stairs, is our canteen.**(leaves through the very same doors that (Shadrin revealed).***

*Shadrin. That's what kind of people there are... huh?**(saw sailor).** Bro, don't be afraid of me... I'm from the front... I'm one of us.*

Sailor: I'm not afraid of you.

Shadrin. Tell me, who was I talking to? Who is this?

Sailor. Who? Lenin.

*Shadrin**(he swayed).**Why didn't anyone tell me before... I would have... I would have told him everything...*

Sailor: And you told him everything.

*Shadrin. Shut up, sailor.**(threw the kettle).**What tea now... I'll go and tell the soldiers - I just talked to Lenin. We need to fight today, now!*

From the film "Lenin in October" (dir. D. Vasiliev, M. Romm, 1937)

Specialized expert surveys are conducted for corporate intelligence purposes.

An expert survey is a collection of primary data based on the use of experience, knowledge and intuition of experts in the areas under study. Experts are specialists who are familiar with the specific aspects of the topic under study.

An expert survey is used in cases where there are no other methods of collecting data that meet the objectives of corporate intelligence, and also when the object of research has specific characteristics that are known

professionals only. This method of collecting data based on expert opinions ensures:

- *obtaining high-quality and competent information from experts in the field under study;*
- *study of "closed" markets and highly specialized industries;*
- *obtaining information "from the first person >>, from opinion leaders in the areas under study;*
- *research into specific markets, about the functioning of which it is impossible to obtain reliable information from open sources (for example, industry journals).*

Selection of experts

Experts may be representatives of business structures, members of specialized associations, market analysts, journalists from industry media, scientists, and representatives of government authorities.

The criteria for selecting experts are their competence and authority. The number and representativeness of the group of respondents is assessed not by quantitative but by qualitative indicators. As a rule, from 20 to 50 people take part in an expert survey, depending on the nature of the specific problem being solved.

Interviewer requirements

To conduct a survey, the interviewer must have sufficient competence in the subject being studied, as well as know the terminology used by professionals when discussing issues on the topic of the study. It is necessary to emphasize the importance of each expert's opinion for the study, whereas in mass surveys respondents are informed that all data obtained will be subject to general statistical processing.

The main areas of application of expert surveys are obtaining qualitative information:

- *forecasting the development of the business environment;*
- *assessment of the probability of future events;*
- *determining the company's competitive advantages;*
- *ranking of various objects according to importance, significance;*
- *definition and evaluation of goals and strategic marketing activities.*

Types of expert survey:

1) ***individual:*** **the experts are surveyed individually, the experts are not aware of the positions of other specialists and may not even know that other specialists are also being surveyed. The goal is to obtain individual expert opinions that are as free as possible from outside influence;**
2) ***individual-collective*** **(Delphi method): first, each expert gives a separate assessment of the phenomenon under study, after which the experts' opinions are assessed, and each of them is given the average assessment of the opinions expressed. Then they are asked to assess the object of study again, taking into account the average assessment. The experts can revise the initial assessment or justify their point of view, which differs from the general opinion. This procedure is repeated until the assessments are so close that the average of them can be considered sufficiently reliable, and the spread of opinions is reduced to a minimum.**

Stages of conducting an expert survey:

1) setting goals and objectives of the expert survey;
2) formation of a list of questions for experts;
3) selection of the form of conducting the expert survey;
4) conducting a survey;
5) development of a working document, which is a questionnaire or interview form;
6) registration, processing and interpretation of the responses received.

From the CIA archive

Disclosure authorized 29/12/2008: CIA-RDP86M00886R000600100087-3

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The Foresight Meeting, which was organized by The Futures Group under the CIA Research Agreement, is a meeting to evaluate individual future weapons systems and identify the technological breakthroughs needed

for the development of these systems. The meeting will be chaired by The Futures Group President Dr. Ted Gore. Don. CoipaiiyaThe Futures Group surveyed 32 scientists and researchers on the development of a coherent system weapons of the future. Then these concepts wereanalyzed according to the following parameters:

1) the strategic significance of the threat;

2) the probability of introducing new technologies of the SSS R;

3) Technical feasibility. Of the 140 initially proposed future weapon systems, 40 have been selected for further analysis and evaluation. The meeting will evaluate these systems and examine the technical feasibility of each over the next 15 to 25 years. We hope to lay the foundation for predicting the emergence of new technologies in foreign weapon systems or commercially available products that may pose a threat to the security and economic well-being of the United States.

At this meeting, the 15-20 most likely weapons systems will be selected. The Futures Group will then survey individual experts to determine the technological breakthroughs needed to develop each such system and to assess the likelihood that the necessary breakthroughs will occur within the next 25 years.

The Scientific and Weapons Research Directorate, in conjunction with the Science and Technology Officer of the Central Intelligence Office, uses predicted technological breakthroughs to determine intelligence collection and analysis requirements to prevent the sudden use of new technological means of warfare by the USSR or other foreign countries.

Theses:

a) increasing the interest of the CIA Director and the whole world the research community to measures taken to avoid the sudden use of new technical means of armed conflict;

b) growing foreign competition in the development of new new technologies for weapons systems and mass-produced products;

c) search for opportunities to concentrate efforts on failure ru and analysis of intelligence information in those areas where technological breakthroughs are most likely;

d) the CIA Director's order to place greater emphasis on assessing future Soviet technological threats;

e) the importance of assistance from such expert groups and individual specialists, such as those represented at this meeting.

A real example from the practice of R-Techno

- Shop "SpetsOdezhdaLux"[10].

- Hello, good afternoon.

- Hello.

- Please tell me how I can hear Ivanov Ivan Ivanovich?

- Ivanova... Ivanova... I'll tell you in a second. phone . . .333-33-33-33.

- I see, thank you, and tell me, is the director of the ma-Gazina isn't it?

- Yes, I am the director.

- What is your name?

- Vladimir Vladimirovich Vladimirov.

- Nice to meet you, my name is Makaronov Makar Makarovich. We are going to open a store in Krasnodar, a workwear store. We read Ivan Ivanovich's article, but I think it would probably be better for me to talk to you and ask for advice than to him. You probably know more.

- Maybe. . .

- I see. Tell me, I can't understand, I'm trying figure out that there is no exclusive representative office of "SpetsOdezhdaLux" in Russia?

- There are 4 representatives in Russia.

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[10] All names and titles are fictitious. Any coincidences are purely coincidental. tea character.

- Is it you?

- There are two of us in Moscow, one in Tomsk, one in Kalininhail.

- I see. Here he writes in the article that 55% of the revenue is sent to "SpetsOdezhdaLux" and 45% of the proceeds remain with you. Tell me, does the payment occur before delivery or upon sale of the goods?

- Every Monday, how much they sold, from them percent.

- Do you choose the models yourself or are they available once a season?

- - What kind of system is there, that means they are forming winter conditions for you?

assortment, as it is now, that is, it is sewn in millions of quantities, and then distributed to stores, that is, they now have about 415 stores around the world.

- I see, that is, they themselves distribute to which magician zine, what to give? Right?

- Yes, that's absolutely right, in what quantity, depending depending on the expected or existing turnover statistics, and depending on the region.

- I see, their collection changes 4 times? Or is it constant-

Are they constantly replenishing?

- Constantly.

- And what remains, hangs?

- There is practically nothing left.

- But in general they write in their franchise that they They promise to take back unsold items.

- No, this is not serious, are you going to clear me through customs?

- Well, of course, I also think about how they will do it. do.

- No, it's not real.

- Do they do customs themselves or do you do customs?

- No, everyone clears customs themselves.

- I see, that is, there is nothing in common, everyone finds it themselves It's possible that he'll clear customs there. Right?

- Yes.

- I see. So, what other questions do I have left? . . As for the staff, what can you say, I'm just trying to sketch out a business plan. They write, in reality, that you need about 1 person for every 2000 euros of sales.

- No, of course you can lean on the staff at least to some indicator.

- But here's what I really get from practice: is it?

- Not seriously, but it all depends on... Take this... meme Krasnodar, its climate is closer to the south than ours, the product "SpetsOdezhdaLux" is, as it were, oriented towards warmer countries.

- Yes, they are Italians.

- That's why their winter collection is very, very...

- That is, for us in the fall, roughly speaking.

- Of course. That's right, for our autumn. That's why- I need to figure it out, roughly speaking, my store "SpetsOdezhdaLux" is 1000 square meters, which means that in a shift I have about 18 people.

- I see, but if it's about 200-300 square meters, We have a room of about 280 square meters.

- 280 squares?

- Yes.

- Well, roughly speaking, divide, I think, by 280 squares, This is 4 people, that's more than enough.

- Besides the sales person, who else works in the sales area? Who is needed?

- Well, the cash register, of course, the cashier. If, of course, you won't make it so that the seller is also the cashier. Everything depends on how your sales will go. If they are large, then, naturally, they (the sellers) have no time to beat off the cash register. But plus the warehouse, of course.

- It's clear.

- And the warehouse, that means, all the goods come, it's all in cellophane, you need to tear it apart, you need to rip off some of their tags, you need to stick on your price tag according to Russian law with those details that are different, plus put up protection so that they don't get stolen, plus put it on the shelves so that if something runs out, it's clear and easy to find where it is.

- I see. Well, yes, that is, roughly speaking, there are still some in the warehouse about 2-3 people, this is really the top management, who really should be servicing all of this.

- Certainly.

- What is your motivation, how did you even get interested? you call the sellers, that is, the bonus?

- From trade turnover.

- Bonus from trade turnover, right?

- Yes, well, that is, roughly speaking, my salary is 5 thousand, and they receive somewhere between 10 and 14 thousand.

- Well, it's clear how they sell it.

- Well, yes, because money comes after money, but there is failure months, these are transitional collections between seasons, these are failures, March-April.

- Mmm. . .

- That is, when the winter goods are already running out, and summer appears, summer is spring at higher prices, the original, so people don't really buy at such prices, and plus, we are focusing on the Urals, the climate there does not yet allow us to buy underwear and T-shirts of the summer and spring assortment.

- It's clear.

- And at rather inflated prices, and then everything goes to- It starts to go again in May, but perhaps earlier.

- I see, there is also a period of discounts, they are setting them, yes, When?

- Yes, they announce the start of the promotion 2 days in advance, you start to get mad, that is, order paper posters there, that there is a discount.

- Well, that's clear.

- You put up shop windows there, change the price tags, change- you prices.

- I see, that is, in principle, a report to "Special Clothing- You broadcast "Lux" weekly, on Monday.

- No, the report is based on sales daily.

- Every day, yes.

- And payment is weekly, yes.

- I see, but he writes that you have order, I see, from 1.1 to 15 million in 2004 was the monthly sale, this is from 600 square meters, he writes.

- That's true, yes.

- How much can we really plan with?300 squares, but, probably, it needs to be reduced by 3 times, there are stores.

- No, no, we need to reduce it less.

- That is, what about really going to the shops, maybe you... you know how you communicate with each other.

- Really with300 squares versus 600...

- But I was looking...

- Probably one and a half times, maybe.1.7.

- Reduce it, right?

- Yes.

- That is, percent70 roughly speaking, 7-8 million It will probably be, right?

- Yes, but probably, most likely, less. Why? because it depends not only on the squares, but also on your squares200 or 300 will only give you a female one assortment, you won't have anything for men.

- I see, but tell me...

- The male takes about16-17% in turnover.

- And approximately how many models are there in the collection?

- Order4000.

- 4000 and that's literally all they give you, right? And the sizes? Is there a difference in sizes?

- There are usually 3 sizes for each size 3 colors. Women's X, S, L, M.

- That is, in a feminine way.4000 and all models they are from you they give.

- Yes, but they don't give me as much as I have, let's say, the entire nomenclature, maybe they didn't send something from the collection, maybe they thought that for Russia with its mentality this might not be suitable for a person.

- What is your average bill?

- It all depends on the month. Right now it's somewhere at the level340.

- Clear.

- And so it varies from230 to 700.

- I see, and the number of checks per day is average?

- Well, the number of checks per day, that's where we are now then it goes... so, sales are somewhere around 1.5 thousand, roughly speaking, 1.5 thousand, but consider that everyone takes somewhere, well, 1.5 pieces, that is, somewhere around 1000 checks.

- 1000 checks, I see. But what is the general relationship with the Italians? liants, is it normal?

- Everything is fine.

- Okay, do you like working?

- At first, it was necessary to enter, as it were, in their regime, it is clear that it was related to papers and certain situations, and then everything is very simple, "to the point of impossibility)).

- I see, I see... In principle, you don't open it. more, I heard, there are 5 companies, "SpetsOdezhdik)) Moscow.

- Yes, that is, they are trying to open in the regions. branches.

- They have Rostov, Novosibirsk, Tolyatti, Penza, Ka Zan.

- I see, you don't open it, you're just doing your job.

you're melting, right?

- Yes, sure.

- That is, you are not interested. That is, you and them... But what I wanted was that he wrote that you have exclusive rights to the territory, right?

- Yes.

- So they give it to some and don't give it to others? What needs to be done to obtain exclusive rights to a territory?

- It all depends on what and how you open it, first. ny store, that is, 300 meters is of course small, because they think the format should now be around 1000 square meters, taking into account that there is "Special ClothingLux)) men's and women's, there are, roughly speaking, teenagers, there is "Special ClothingMiddle", men's and women's, this is the middle age, there is "Special ClothingKIDS", men's and women's, this is from 3 to 1 3 years. Therefore, they are interested ...

- I see, how is "SpecialClothingKIDS" going for you, okay?

- It's normal, but we've been trading for about 2 months.

- Yes, I saw in the article that you opened them, and the second · The floor was opened, it turns out?

- Here is the first floor - this is our "SpecialClothingKIDS" and "SpecialClothingMiddle".

- They swapped, right?

- Yes, but in the basement we have 1000 square meters - This is "Special Clothing Lux".

- I see, thank you very much.

- You're welcome.

- So you say, here is "Special Clothing" and also 4 enterprises, that is you?

- 3 - in Moscow, 1 - Kaliningrad, 1 - Tomsk.

- Tomsk, right?

- Maybe someone else will show up.

- I see, that is, in principle, they don't have such a practice. tics, that they make their representation on the country, whoever survives, that's how they survive. Yes, that is, in other countries they also work like that? Non-centralized.

- Yes, sure.

- Okay, thank you very much, you helped a lot, If there are any questions, I will call you back.

- Please .

- Thanks a lot.

- Yeah, goodbye.

Internet survey[11]

Due to the rapid spread of the Internet and its introduction into all spheres of human life, working with it is becoming very, very relevant. One of these areas has become communication between people. Due to its efficiency and the absence of boundaries, both geographical and interstate, the Internet is very popular as a means of communication. It is

[11] The author thanks Igor Yuryevich Nezhdanov for providinglementary material from the "Online textbook on competitive intelligence,.. https:// it2b.ru/category/guide/competitive-intel ligence/

therefore, all sorts of social services designed for communication between people appear like "mushrooms after the rain." It is precisely these services that are very, very interesting in terms of promptly interrogating the object of our interest.

Survey objectives

By and large, the tasks solved by an online survey are the same as those solved by a regular survey. The difference between these methods is that on the Internet, communication is virtual and with a virtual character. Here are the most frequently solved tasks:

1) identifying negative sentiments in the team and among "former" employees;
2) identification of the preparation of nasty things by employees, "former" and outsiders;
3) study of the candidate's "moral character";
4) identifying the opponent's weak points (any profile);
5) creating the appearance of something and provoking certain actions;
6) promotion (dissemination) of beneficial information;
7) identification of the actual location of a person;
8) "pulling out" someone who is actively hiding to meet them;
9) identification of connections of the object of interest;
10) identifying the intentions of a competitor/client/partner, etc.;
11) definition of the development strategy of the organization of interest, etc.

Features of online surveys

The main feature of communication on the Internet (interesting to us) is anonymity. It is anonymity that allows people to relax and behave not as society requires, but as they would like. It is anonymity that allows a covert approach to an object.

Your anonymity

When starting communication in social services, you need to create a certain virtual personality that will be a representative in the world wide web. It is with this virtual personality that other virtuals will communicate. It is necessary to create such a personality that would clearly interest the object of development.

It is also possible to create a whole bunch of virtuals that will communicate with the object, create the appearance of a situation, pushing the object to the necessary actions. If simple rules of anonymity were observed when creating virtuals, and in the process of communication followed the developed character of each virtual, then identifying you is very, very difficult. Thus, it is possible to create the necessary legend and communicate with the object of operational interest under this legend.

False anonymity

People who are superficially familiar with the Internet believe that they cannot be identified, and if they are identified, they cannot be found. This misconception is very persistent and is common to many. It creates the illusion of anonymity and, as a consequence, impunity. It is this illusion that causes an indifferent attitude to elementary caution. People on the Internet behave freely, if not to say brazenly, and give out the most seemingly intimate information to the first person they meet.

The desire to embellish

Due to the same illusion of anonymity, Internet users, when communicating, embellish information (to put it mildly), including about themselves. In fact, the same thing happens as in real life, only on a much larger scale. Therefore, when receiving information through online communication, you need to remember the need to verify it through other sources.

The survey itself

Survey Resources

Resources for online surveys include all those that allow you to exchange messages:

- **email;**
- **messengers;**
- **forums;**
- **chats;**
- **blocks;**
- **specialized social services (dating, finding classmates, etc.).**

Of course, each type of resource has its own characteristics, moreover, any resource on the Internet has its own characteristics. But there are some properties of all these resources that must always be taken into account:

• need for registration;

• the complexity of registration and confirmation of your rights. The first is clear - there are resources that require registration to be able to conduct a dialogue, and there are those that do not require such registration. The second is also not difficult - usually it is the activation of a link sent to your mailbox.

Organization of the survey

To organize a survey, you need to create a virtual personality, on whose behalf this survey will be conducted. Of course, you can do this on your own behalf, which is sometimes quite appropriate, but, alas, not always and for a variety of reasons. When creating a virtual, you actually need to develop a fairly detailed legend for it in order to gain the trust of the interlocutor. In addition, you need to develop a communication style, select photographs, perhaps buy a phone with an appropriate SIM card, create mailboxes with names that somehow hint at your phantom. In general, you need to create a complete illusion of the existence of this person. It is good if you have time for such preparation. Then you can also "leave a trace" on other Internet services, leave, so to speak, additional information for the inquisitive mind of the object of interest. This will allow you to create the illusion in your interlocutor that he himself found information about you, or rather about your phantom.

The next fundamental element is the approach to the object of interest. Of course, this approach should be unobtrusive, it should neither alert the interlocutor nor cause him unpleasant feelings, although each specific case has its own peculiarities. On professional forums, you can try to study the object's opinion on the issues that interest him most and in the corresponding discussions begin to defend precisely this point of view, without pointing to him. Sooner or later, he will notice this and become interested. You can try to support him in some dispute. Or you can enter into a debate with him, subsequently agreeing with his

arguments. In general, there are many options and their choice depends on the conditions of a specific situation.

If we talk about entertainment resources, then here there may be their own methods of attracting the attention of the object. As for dating sites, then such an obvious method is widely used: a phantom of the opposite sex is created with photographs that are clearly interesting to the object, who several times simply visits the page of the one with whom you need to "contact", without leaving any comments. After some time, the object himself will show interest in you. The main thing is to prepare a reasonable explanation for your visits to his page in advance. Men usually respond to such a silent approach on the third try, women on the fifth or sixth.

The next step is to get what you need from the object (information, action or inaction, etc.). Each case is unique, so it is impossible to give more or less universal advice. For example, to organize contact with a debtor who avoids such contacts, you can draw him out on a date with an attractive stranger. It is clear that this stranger is your phantom, and you are actually misleading your vis-à-vis, but sometimes this technique allows you to solve a lot of problems.

Questionnaire

Questioning is one of the methods of interrogation, which excludes personal contact of the source with the representative of the intelligence organization. It allows to conduct the interrogation of the maximum number of sources rather quickly. Questioning implies answers to specific questions, without going aside and detailing. In order to conduct a successful questionnaire it is necessary to develop sufficiently strong motivational incentives for the respondents, this requires a more detailed approach to the development of the legend.

In the case of conducting a survey among employees of your own company, you can very quickly identify "potential agents" who have the necessary sources in their circle outside the organization's perimeter: a competitor, partner, regulator, etc.

Invitation to participate in the survey

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tel. (499). . . Fax: (495). . . . . E-mail:. . .

Dear colleagues!

The Institute of Economic Forecasting of the Russian Academy of Sciences (INE RAS) has been regularly conducting surveys of Russian enterprises for 22 years now. Survey data are used, in particular, in the preparation of various documents, expert opinions and proposals on national economic policy, which the Institute develops both at the request of federal ministries, departments and public organizations, and on its own initiative. In addition, we use survey data in various discussions that take place during hearings and expert discussions held in various federal ministries and departments, committees of the State Duma, the Federation Council, etc.

In the difficult current conditions in Russia, information about the opinions of Russian enterprises regarding various economic problems and government actions is extremely important. Using these opinions, it is possible to more convincingly prove the acceptability or unacceptability of various actions by the federal government, as well as recommend that government departments adjust certain economic policy measures.

You can send your answers to the questionnaire in any way convenient for you:

1. Fill out the online Google form by following the link.

2. Download the file "Questionnaire" from the link and send the questionnaire by reply letter to oprosXXX@ecfor.ru .

We would be grateful if you could find the opportunity to complete our questionnaire before December 25th.

Your answers will be interesting and important even if you answer only part of the questions.

The confidentiality of the information received is guaranteed. For our part, after processing all the questionnaires sent to us, we will definitely send you the results of this survey, and also attach the latest forecasting and analytical works of the Institute for Problems of Development of the Russian Economy.

In order for you to have a better idea of the nature of our work, we are sending you a fresh forecast of Russian economic indicators for 2021-2024 (inertial scenario), prepared at our Institute.

You can download the forecast here.*We hope this mate rial will be interesting for you.*

We hope that this form of cooperation is of interest to you and that you will become our regular partner.

We apologize if you have received our request again.

Sincerely,

Deputy Director of the Institute, Doctor of Economics

tel.: +7 (499) . . . .

E-mail:

Dear colleagues, if for any reason you do not want to receive messages from the Laboratory of Analysis and Forecasting of Microeconomic Processes of the Institute of Economic Forecasting of the Russian Academy of Sciences, please indicate here the e-mail address that should be excluded from the mailing list.

Example (80ozA//ep Hamilton inc.)

In 1982, the CIA hired the VAN to collect information about the New People's Army (NPA) (the armed wing of the Communist Party of the Philippines) under the guise of scientific research through a questionnaire survey of Filipino scientists. A key role in the questionnaire was played by

Justin Green is a professor of political science at Villanova University[12].

"The work I do for Booz Allen is a legitimate fellowship. I don't feel guilty about taking CIA money to further legitimate scientific endeavors," said Justin Green.

Covert interview

Covert interview (or interview "in the dark"->) implies a completely open event - an interview with a candidate for a vacant position, under the guise of employment in a company, the purpose of which is to extract from the interlocutor the information of interest about the activities of a competitor. In this case, the person being interviewed acts within the framework of the legal field, an interview for employment is a standard procedure. The conversation itself should be of such a nature that the interlocutor will feel in a comfort zone (after all, any interview for employment is in fact stressful) and is disposed to a confidential conversation. The motivation is to get a future position and, as a result, appropriate remuneration. At the same time, you should not ask direct questions head-on. For example, you invited a customer service manager and ask him: "Name me all the clients of the company "Romashka"->, with whom you worked>. Of course, such a question will put the interlocutor in a dead end. It is necessary to carefully approach the formulation of questions, while showing creativity. For example: "Please give me the contacts of those persons from your counterparties with whom you worked, so that we can take recommendations for you, find out the quality of your work->. This formulation of the question can give several answers at once: who are the clients, contacts from the clients, etc.

Legal agents

As stated earlier, private intelligence has no legal basis to plant an agent in a competing company.

12 CIA-RDP90-00552R000202030041-1

or recruit an informant on the competitor's side, but it has the right to have a couple of completely legal intelligence sources, for example, agents hired on an outsourcing basis and embedded in its own company, and the employees of the organization itself.

Outsourced agent

The introduction of an agent by a company manager into a structural division of his own organization is, in fact, the only legal option for using special services technologies in the private sector. The goals of such introduction may be different, for example:

• detection and suppression of corporate crimes;

• prevention of sabotage and subversion against the activities of the organization;

• identification of "planted Cossacks";

• assessment of the effectiveness and competence of employees, etc. It is worth noting that for such work, businessmen often resort to the help of outsourcing companies: detective agencies, private intelligence organizations, consultants on the prevention of losses and damages, etc. All of them act as HUMINT sources of information.

American experience

American business has long understood the benefits of having agents planted in their own organizations as employees. This was especially active at the beginning of the 20th century (from 1900 to 1945), when the trade union movement began to emerge and develop in the industrial sphere, which had a strong influence on business processes. Among the tasks assigned to planted agents was identifying trade union leaders and informing about strike plans.

By the mid-1930s, spying on workers had become a common, almost universal, practice in American manufacturing. Testifying at Senate hearings on antiunion practices, a member of the National Labor Relations Board (NLRB) estimated that American manufacturers spent more than $80 million a year spying on their workers.

General Motors paid $994,000 over two years for undercover agents. This was in connection with the Congress of Industrial Organizations' attempt to unite the auto industry unions. Moreover, the company hired Pinkerton agents to spy on the agents already undercover!

In addition to GM, the Pinkerton agency provided agent placement services to 300 other firms in the 1930s.

Advertisements from outsourcing companies were widely published in business publications, some of which read:

We are prepared to place undercover operatives who are skilled mechanics in any shop, factory or plant to find out if any organization of workers is taking place.

American Industries, May 1905

R-Techno experience

Prehistory. *One high-ranking official started a relationship with a young girl from a family of a clearly lower social level. In order to possibly build a more serious relationship, he wanted to clarify several issues: risks (what threats come from her and her family in the event of marriage), the girl's motivation (love, money, career, etc.)*

Task: *establish close contact with the girl and understand her intentions, motivation, and all the hidden "cockroaches".*

Implementation plan:

1) study of the person, preparation of a psychological portrait;

2) development of a scheme for entering into contact;

3) making contact;

4) building trusting relationships;

5) collection of information;

6) analysis of information and its transfer to the customer.

During the implementation of the plan, it was possible to establish fairly friendly contacts with the person being studied, which allowed the agent to find himself after a month of communication

among those invited to the target's birthday party. At the party itself, after drinking heavily, the target, during a manipulative conversation, told of his immediate plans regarding his personal life - to marry a wealthy man and jump to another social level. Also during the party and photographing, the agent got his hands on the camera itself. As a result of a covert examination of the photographs stored in it, pictures of intimate scenes with the customer himself were discovered, which could be used as compromising materials. The information was passed on to the customer. The company received the highest assessment of its work from the client.

Client of the company-((mystery shopper"

The "Mystery Shopper" technology has become widespread in the marketing sphere to determine the quality of work with clients, however, in addition to marketing, it perfectly solves intelligence tasks for collecting information about a competitor.

The "Mystery Shopper" intelligence operation is based on the "buyer" legend and uses the manipulative techniques of the "client". The client is a manipulator by nature, since he holds "all the cards" in the form of money that he brought to the company, but has not yet parted with it.

The goal of any commercial company is to make a profit, which is provided by customers who purchase the organization's goods or services.

Sales managers are willing to voluntarily "grovel before the client" and answer all questions just to sell the product.

The following questions seem quite natural for a sales manager:

• Where are the products manufactured?

• What components are used?

• How do your products differ from your competitors?

• Who are your customers? Can I get feedback from them on your products?

The operation "mystery shopper" can be either a one-time event or a regular one. In the case of a one-time event, this operation smoothly flows into a "test purchase" as a result of which we receive a cash receipt of the organization with receipts and other payment documents of the company, and, most importantly, a competitor's product, which can be studied in more detail in the future. If we are talking about a regular event, then it is worth stretching the contact with the sales manager over a long period, without immediately buying the company's products. In this case, it is worth trying to establish personal contact with the manager, receiving phone numbers, e-mail, etc.

The method of obtaining information by "secret shopper" is one of the most ethical in private intelligence, it is used by both small business representatives and international transnational giants. The method is quite simple and effective, it can be used both in personal contact with a sales manager (for example, in the case of buying a car in a car dealership), and by phone (for example, when selling consulting services). In the case of live contact, in addition to direct communication with a representative of the organization, it is worth trying to collect as much information as possible that is available to a potential client, for example:

1) **a fire evacuation plan - it can be used to judge the rented areas;**
2) **neighboring organizations in the office may have a lot of information about the company of interest;**
3) **the offer to rent premises provides an opportunity to contact the landlord, the owner of the office;**
4) **corporate advertising materials;**
5) **the fire safety plan for the premises helps to identify the organizational structure;**
6) **chevrons on the office security guards' clothes help to identify the private security company that is guarding the building;**
7) **accessible and open Wi-Fi networks in the office, etc.**

It is necessary to obtain maximum information from any visit to a competitor.

To achieve their goals, the "client" can manipulate the manager. Typical manipulations of the client:

- *the client says that he urgently needs to make a decision about a purchase and hints that the decision may be positive;*
- *the client refers to a competitor, claims that he offered more favorable conditions, however, the client is ready to refuse the competitor;*
- *the client calls the offer uninteresting, but is not against working with the company;*
- *the client refers to his manager, who is familiar with the sales manager and communicates closely with him. He threatens the manager that his superiors will be very dissatisfied with his work.*

Manipulations can be divided into several types.

- *Dissatisfaction. The client constantly criticizes the product, the work of the manager, the level of service in the company.*
- *Accusations. In addition to dissatisfaction with the product or service, the client gets personal - calls the manager unprofessional and describes the company using negative epithets. This manipulation is suitable for direct access to the head of the sales department.*
- *Hidden threat. The client hints at close relations between the management, at the presence of connections.*
- *Inventing non-existent circumstances. The client is surprised that he has to pay separately for some part of the product. The purpose of such manipulation is to create the feeling in the manager that he is deceiving and misleading the client.*
- *Positioning oneself as an expert. The client increases his own importance, tries to show that he understands the company's work better than the manager.*
- *Flattery. The buyer praises the manager or the company in the hope of receiving more favorable terms of cooperation.*
- *Unrealistic promises. The buyer tries to get the product now, but promises to pay back the money in the future, when his business "takes off" or his financial situation improves dramatically.*
- *Pressure on the feeling of pity. The client uses threats from his own boss as an argument. For example, he says: "If I sign a contract without a discount from you, I will be fired!"*

Translated from Russian to English - www.onlinedoctranslator.com

Example of telephone contact
With*client manipulation*

- Hello, good afternoon, Makar Vasilyevich, I'm here. vut Vadim Ivanovich. Your manager gave me a contact and said that you . tell me everything about the product "Comp-360".

- Yes, good afternoon Vadim Ivanovich, what interests you? resuet?

- Please tell me what are the tactical and technical What are the characteristics of the "Comp-360" and how does it differ from the "Comp-359"?•. The fact is that our organization needs 1,500 modern devices that support "xOS".

— ...

As you can see, several manipulations were used in this dialogue: the manager, the client, and unrealistic promises.

Company employees- internal sources

Each employee of the organization is a "combat intelligence unit" capable of supplying intelligence data. The main task of corporate intelligence is to motivate the employee and direct him in the "right direction" by issuing an intelligence task, that is, to make him understand what kind of information and on what objects is of interest.

No less important is the creation of a convenient and understandable interface for interaction between the employee and the specialist. This algorithm should have a minimum of bureaucracy. The company employee should easily and quickly transfer the necessary information to interested parties.

But that's not all. Even if all the conditions are met, you shouldn't expect people to come running to you. Don't forget about national peculiarities: in Russia, this can be perceived as "snitching", while in Germany, pedantic Germans can overwhelm the intelligence department with their reports.

Motivating employees of your own company

Company mission and loyalty

The task of the HR department is to select highly qualified and responsible employees, as well as to increase their loyalty, maintain corporate spirit and team cohesion as a single whole, a family. All this contributes to the fulfillment of the company's goals and objectives in the market, implements the organization's mission. It is the synchronization of the mission, the acceptance of the common goals and objectives of the company with the internal foundations of the employee that contributes to the emergence of ideological informants within the team, who themselves are willing to share information on a voluntary basis. The task of the intelligence unit is to organize the reception, verification and analysis of this information, as well as to promote interest in further similar work of the informant. For this purpose, gratitude, bonuses, career and professional growth, training opportunities, etc. can be used. All these mechanisms should be reflected in the company's regulatory documents and be understandable to all employees of the organization.

"Information openness"

Corporate intelligence should be a moderately open structure so that each employee of the organization has an idea of what this department does, how it affects the efficiency of the business, that is, what is the use of it. If the company's employees do not know about the existence of such a department, or know that it is so secret that you can't approach these guys, then there is no desire to share information among employees. How to show "information openness >>? By releasing reviews, digests, studies, bulletins, that is, those corporate materials that stimulate employees to dialogue and discussion and, as a result, to provide their vision of the situation, transfer information and knowledge. When releasing such documents to corporate access, it is worth considering what kind of information to give to employees so that in the event of a leak it does not lead to a weakening of competitive positions in the market.

The "Whiplash" Method

Let us recall Article 3 16 of the Criminal Code of the Russian Federation:

> **Article 3 1 6. Concealment of crimes**
>
> **Concealment of particularly serious crimes without a prior promise shall be punishable by a fine of up to two hundred thousand rubles or in the amount of the wages or other income of the convicted person for a period of up to eighteen months, or by forced labor for up to two years, or by arrest for up to six months, or by imprisonment for up to two years.**

Corporate culture and regulatory documents must be structured in such a way that, if an employee has information about a possible threat to business, he or she is obliged to report it to the relevant division of the company, and in the event of failure to inform or "concealment," he or she will be subject to disciplinary, financial, and possibly criminal liability.

The task of the intelligence unit is to organize accessible reception of such signals from employees. If this is inconvenient or excessively bureaucratic, such a system will become inoperative. Intelligence will not be able to receive "alarm signals" and its effectiveness will drop sharply.

The "Gingerbread" Method

The most understandable and obvious motivator is money. If the information helped to strengthen competitive advantages, market positions, ensure stability, which led to an increase in capitalization, then it is quite obvious that such an action should be reflected in the form of a cash bonus, gift, etc.

Access to information

Each employee, due to their job responsibilities, has potential access to one or another information that is critically important for the company (Table 4).

Tasks for self-development

1. Table 4 is far from complete, try to supplement it.

2. Prepare a similar table for your enterprise.

Table 4

Department companies	Available sources information	What information potentially available
Accounting	Clients Suppliers Control-supervisory organs	*Risk Information:* • fines and travel desk audits; • problems with solvency of clients and suppliers. *Information about the possibilities:* • problems with solvency from competitors; • disruptions in supply from competitors
Legal department	Clients Suppliers Courts Supervisory and control departments Regulators	*Risk Information:* • penalties, blocking activities; • judicial prospects of conflicts. *Information about the possibilities:* • legal cases of competitors; • new bills
Sales Department	Clients Suppliers	*Risk Information:* • conflicts with clients; • delays in delivery of components; • new products from competitors. *Information about the possibilities:* • conflicts between clients and competitors tami; • conflicts between suppliers and competitors
Prod-private workshop	Suppliers raw materials and equipment	*Risk Information:* • problems with raw material suppliers and equipment; • emergence of new environmental requirements. *Information about the possibilities:* • emergence of new materials, technologies and equipment; • removal of environmental barriers

End of table. 4

Department companies	Available SOURCES information	What information potentially available
1T	**Suppliers** IT services	***Risk Information:*** • emergence of new threats to IT infrastructure; • use of unlicensed software. *Information about the possibilities:* • new Internet technologies, gadgets; • new software tools
Department of Marketing tinga and re-clams	**Clients** Competitors	***Risk Information:*** • new products from competitors; • aggressive marketing policy of competitors. *Information about the possibilities:* • new niches and sales markets; • deterioration in product quality and service from competitors; • new advertising technologies and platforms
HR	**Clients** **Suppliers** Competitors Regulators	***Risk Information:*** • more attractive conditions labor of competitors; • problems with clients, suppliers shchiks; • insider plans of regulators. *Information about the possibilities:* • problems with competitors; • launch of new educational programs in universities and colleges

An informal setting for obtaining information from a company employee

"Smoking room"

A smoking area is a great place to have a casual conversation about current events. That is why many professionals continue this bad habit. While smoking

the person is relaxed and ready to share information, the main thing is to ask the question correctly and give direction for the conversation.

Example

- Oh, Mikhalych, hi. It's good that I met you.

here in the smoking room.

- Hello San Sanych, what did you want?

- The guard said that the representative came to see you yesterday. the supplier of "UgolGazMash", • and when he left you he was happy and jumping around like a child. I even became interested in "what kind of laughing gas" you gave him.

- Yes, their plant stopped. Our competitor is UgolKoks. disrupted deliveries because their logistics manager quit. So I quickly organized the delivery of raw materials for him, and even gave him a discount! Now competitors are "nervously smoking on the sidelines."

- Well done, Mikhalych, well done, you son of a bitch.

Corporate party

A party, a company birthday, a New Year's Eve party are good places to get information, but it is worth considering that having had a fair amount of alcohol, the interlocutor can greatly distort the picture of life, and the information received will subsequently require a thorough check for accuracy.

Example

- San Sanych, do you respect me?

- Mikhalych, of course, everyone in the team respects you!

- Ooooh... but they don't appreciate it!

- What the hell is your drunk head talking about?

- But for me, San Sanych, “UgolKoks” is a week-

The back made an offer: "Come to us, they say, Mikhalych, you will be a respected person!" And I tell them: "Well, they respect me here too." And they: "They respect me, but they don't appreciate me. We will pay you twice as much."

- Ugh, you fool, Mikhalych, their foreman - "Romosei)!

- Go away!

- Here's a cross for you.*(crosses himself) !*

Team building

A fashionable way to spend time with a team and the most ideal place to motivate employees, including collecting information on the external environment. In free time between competitions and tasks, you can discuss strategic and operational plans, give reconnaissance tasks to employees, and, most importantly, all this will correspond to the spirit of the event!

HUMINT assistants among the staff

Corporate groups in Whatsapp, Telegram, Slack

Recently, many organizations have begun to use messenger groups or chats for operational team management. In chats, the team often voluntarily provides information about current problems, tasks, and goals. This is a kind of news summary that must be used, isolating the fact and source of information.

Intranet forums

Internal forums are very often used in large companies, where employees are also quite distant from each other. This form of communication allows you to remove a number of organizational issues, and, unlike chats, maintain visibility and accessibility of long-standing sore points, which allows you to avoid returning to their discussion again and again.

CRM/ERP

Modern corporate customer interaction systems or enterprise management systems are a repository of important information for intelligence services. In the system, critical information about clients and suppliers, their problems and prospects can be tracked in the form of comments, notes, and notes. Monitoring internal

management systems is a necessary step in corporate intelligence, because most of the information gets into the system not through automatic downloads, but through data that employees themselves provide, that is, HUMINT in its ideal form.

Modern ERP enterprise system

A virtual data room is a software solution for storing corporate information and providing access to it to a specific person. The most common area of application is the M&A sphere.

VDR is essentially an ideal model for providing information and analytical support to decision makers, as it allows for the targeted delivery of necessary information.

Reconnaissance mission

When involving your company's employees in collecting information, you need to clearly state what exactly you need. Saying "collect everything!" will not work, because in that case, after visiting the exhibition, you will be dumped with a pile of advertising brochures that, most likely, will not be relevant at all. Therefore:

- *when sending employees to an exhibition, it is worth clearly defining the market players that interest you and that will be presented at the event, explaining which specific brochures, booklets, and business cards should be collected, what questions to ask and to whom, recording the information (voice recorder, telephone, etc.);*
- *when sending an employee to a conference, it is worth focusing on the speakers and their topics that interest you, determine what provocative questions should be asked of them so that during the answer they will provide information about who among the participants (not speakers) is of interest, how to contact them, the legend of the address, how to record information, etc.;*
- *when sending an employee to a round table at the regulator's expert council, it is worth focusing on the regulator's representatives, getting their contacts, finding out their attitude to the company, competitors, related players, trying to switch the dialogue to further informal conversation, recording everything heard (voice recorder, telephone), etc. Be sure to talk everything through; do not consider your colleague a professional in the field of intelligence. A short and clear briefing will significantly increase the success of the task.*

Features of information transfer through an intermediary-company employee (legal agent)

Just as a beam of light passing through glass, water and objects is distorted, so is information distorted.

Unintentional misrepresentation

Any person without selfish intent is prone to distort the information received. This is due to various reasons:

- **didn't hear (extraneous noise interfered, the source was far away, etc.);**
- **did not understand what it was about (a humanities student most likely will not be able to understand what a "synchrophasatron" is);**
- **misunderstood the emotional connotation (took the joke for the truth);**
- **life experience, professional deformation, psychological state and many other things influence the distortion of the information received.**

Retelling the events of 1945. Internet meme.
Seeing the picture of what is happening from "your own bell tower"

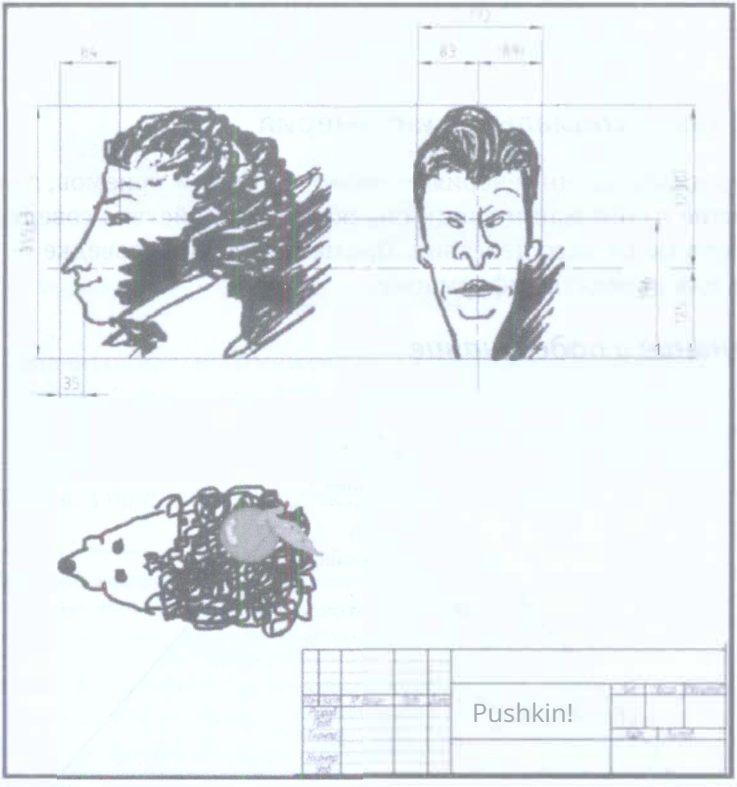
Forgetfulness

Human memory is not a 100 TB hard drive. Unfortunately, our RAM is not that big and largely depends on a person's intelligence: the higher it is, the brain

more trained, and the volume of the "internal flash drive" from such training, of course, increases. The brain tends to discard insignificant elements, descriptions of phenomena, facts, etc. from memory.

Example

"Sasha was walking along the highway and sucking on a pretzel" - it would seem that such a simple event without unnecessary information noise can be recorded in the head as "Sasha was walking along the road". The task of the NUMINT specialist is to restore in the source's memory all the circumstances of the event, fact, with a detailed description of what is happening, because in intelligence every little thing is of great importance!



One-sided opinion. Internet meme

SOCIAL ENGINEERING

In intelligence, it usually refers to "the use of deception to manipulate people into revealing confidential or personal information." . .
Most social engineering techniques are used for criminal and fraudulent purposes, but large corporations also use this tool to obtain information about the activities of competitors.

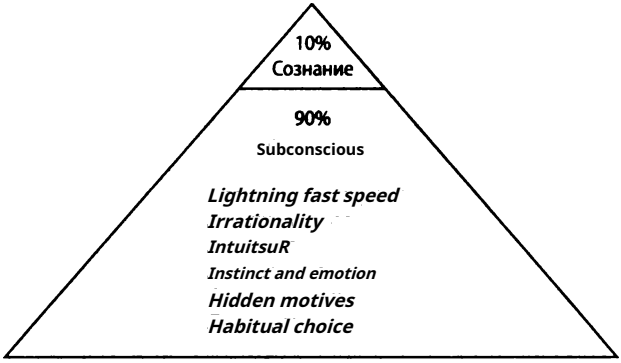
Any company caught obtaining information using illegal social engineering techniques will suffer significant reputational damage, so corporations generally avoid extreme forms of social engineering such as phishing. However, "soft" social engineering techniques are used almost universally.

Chris West, Founder of CounterAction
(corporate counterintelligence for European corporations).
Partner Counter Force Group

What is social engineering

Social engineering is a set of methods and techniques that allow the object of influence to perform the actions required of it by manipulating it. In relation to intelligence, it means giving out or transmitting information.

Consciousness and subconsciousness



The proportion of consciousness and subconsciousness involved

Nature has gifted man with reason, which consists of subconsciousness and consciousness.

*Subconscious-**a set of conditioned reflexes. It answersis responsible for memory and actions performed automatically. All human habits are stored in the subconscious. The subconscious is responsible for the manifestation of emotions.***

When the subconscious controls a person, one can say that he turns into a robot.

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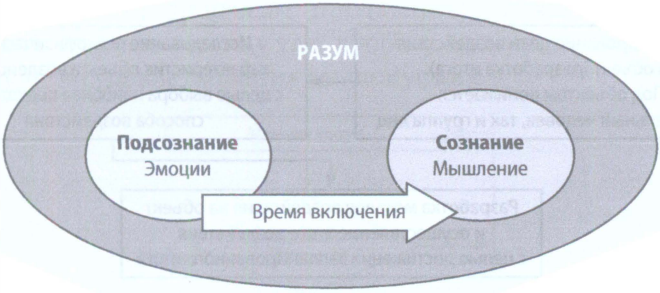
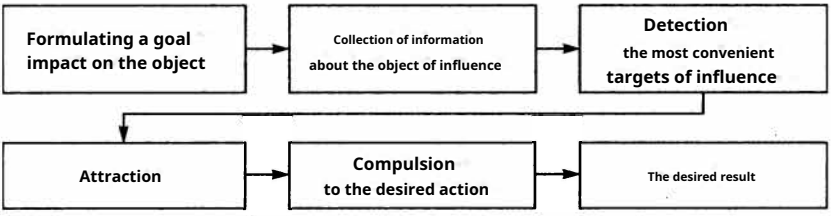
*Consciousness-**it is a process of thinking that includes logicku, criticism, analysis, rational thinking, that is, these are the processes by which any incoming information is filtered, analyzed and systematized.***



The human mind

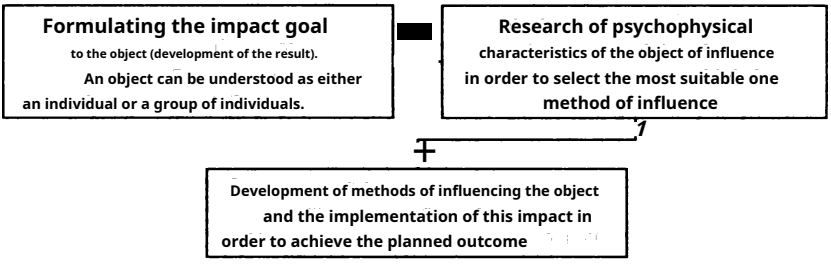
The task of a social engineer is to attack the subconscious. The success of the attack depends on how a person is used to thinking - relying on emotions or basing it on thought processes - and also how quickly he is able to control his emotions, that is, on the speed of turning on consciousness.



The basic scheme of influence in social engineering
(Sheinov's diagram)

In the book by the Belarusian psychologist and sociologist V.P. Sheynov, who has been studying the psychology of fraud for a long time, a general scheme of influence in social engineering is presented. In a slightly modified form, this scheme is also suitable for social engineering.

Following V.P. Sheynov, we will demonstrate this scheme using fishing as an example. The target of influence in this case is the fish's need for food. The bait is a worm, a piece of bread, a spoon, etc. Attraction is the creation of conditions necessary for successful fishing: choosing the right fishing spot, silence, choosing the right bait, feeding the fish. Coercion to action is, for example, jerking the rod, due to which the worm or other bait twitches, and the fish, realizing that the food may escape, begins to act more actively. Well, everything is clear with the result.


Formulating the impact goal
to the object (development of the result).
An object can be understood as either
an individual or a group of individuals.
Research of psychophysical
characteristics of the object of influence
in order to select the most suitable one
method of influence
Development of methods of influencing the object
and the implementation of this impact in
order to achieve the planned outcome

General scheme of working methods of social programmers

Sometimes, in addition to the term social engineering, the term is also used there is also a term *reverse social engineering.* The point is, that with reverse social engineering a person is not directly forced to do anything, but conditions are created that he himself turns to the "fisherman". For example, if you need to penetrate an organization under the guise of a telephone repairman, you can simply come and start checking telephone boxes. In this terminology, this is social engineering.

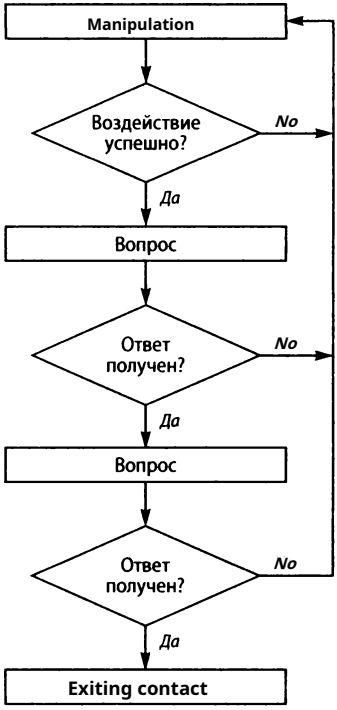
Or you can do it differently. A situation is created in which your employee is known as a telephone repairman in a specific organization. After that, he has to wait until something happens to their phones, or he has to make an effort to fix it himself. As a result, this organization will ask for a repair. This is reverse social engineering. Thus, the employee himself comes to nowhere for no reason, and his

ask to come. Of course, the second case is much preferable, because it removes all suspicions from him. Competent socio-engineering approaches are built exactly like this, so we consider this term unnecessary, and we will not use it.

Social engineering skills

A social engineer is:

- *a psychologist who can quickly read non-verbal signals and immediately correct his speech based on the response;*
- *an actor who transforms into a role so that the source believes his legend, that he really is the person he claims to be;*
- *an orator who can speak so beautifully, clearly and coherently that one wants to listen to him;*
- *a sales manager (salesperson) who knows how to "palm off" his legendary product so that the "buyer" feels satisfied with the "purchase".*



Conversation script

Scenario

A conversation using social engineering is always a pre-prepared script-algorithm, which often has a strictly vertical scheme. The conversation scenario must be carefully prepared, make sure the legend is stable, and describe it on paper.

I believe it - I don't believe it

Modern acting school is impossible without Stanislavsky's system. It is needed when working on cases with SI.

1. *Craft.* **By this term, Konstantin Sergeyevich meant ready-made cliches (techniques of craft acting) necessary for identifying the actor's acting with reality. The audience needs the right actions: the appropriate facial expressions, voice, movements of the craftsman actor. Craft, as Stanislavsky believed, teaches the actor to go out and act on stage.**
   Translated into C language, this means carefully studying the behavior of the one whose legend you are transforming into. Study their speech patterns in dialogue, terms, jargon, etc.

2. *The art of presentation.* **Long rehearsals evoke genuine experiences, which subsequently fix the necessary form of manifestation of these experiences. The essence is that during the performance itself the actor skillfully and truthfully conveys the given image, plays his role, even if internally he does not experience all these experiences of the actions of the performance.**
   Long-term practice of dialogue with a partner is mandatory at the stage of training a social engineer; actions must become automatic; any kicks, stutters, or forgetting the "text of the legend" will ultimately play against you.

3. *The art of experiencing.* **Experiences help the actor to fulfill an important task of theatrical art - to create the life of the human spirit and convey it on stage in artistic form. Konstantin Sergeyevich explained on this account: "... everything that is not experienced by the actor remains dead and spoils the artist's work."**

A social engineer must get into character and try to behave in accordance with the legend in other life situations, for example, when communicating with colleagues.

Example

- Well, how is it?

- Oh, it doesn't look like it, oh, it's a hack job! Let me at least tie up my teeth. or something, my misfortune. You see, that one has a smarter face!

- I ask you not to touch your face.

- Sit down and do state business. Take-mi stick. Dictate.

- What should I dictate?

- Well, Tsar and Grand Duke, repeat, of All Rus'.

- Tsar and Grand Duke, repeat, of All Rus'.

- Don't repeat it, just repeat it! Quiet.

From the film "Ivan Vasilyevich Changes Profession"
(dir. L. Gaidai, 1973)

Some exercises from public speaking practice will help you speak more confidently.

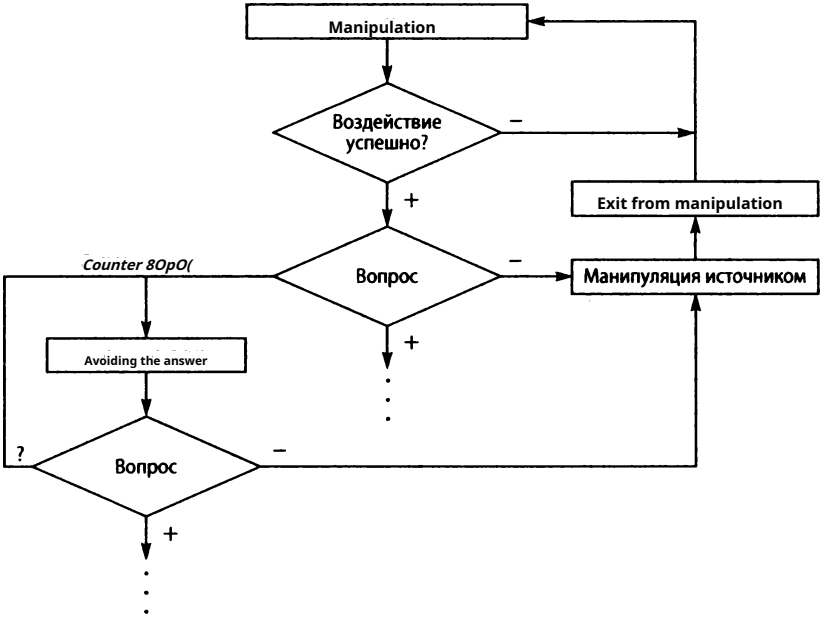
1. *Imagine a hall filled with unfriendly people. In the front row are the sharks of the pen, who are eager to "bite you" to feed their ego. And now you go out on stage, walk to the podium. The crowd is hooting, the journalists are slyly grinning. And now you are going to give your speech. Feel how your muscles are tensing, your heart is beating faster. In the next step, you need to learn to relax muscle tension.*
2. *Imagine that you are lying on the seashore. Warm water rolls up to you, washes your legs. The next wave gently washes you up to the waist, until positive energy in the form of a gentle sea wave covers you completely, forcing you to plunge into a relaxed blissful state. Remember this state and try to revive it before going on stage.*
3. *You can also draw a picture for yourself that you are standing behind the scenes. There are kind, beautiful, smiling people in the hall. They are applauding, inviting you to the stage. Applause*

become louder and louder, and then you finally push aside the canopy and step out onto the stage, catching the admiring glances of the audience.

Try to treat the upcoming contact not as a test, but as a reward, and everything will definitely work out well for you.

Stress test

After the social engineer has worked out the initial algorithm and got used to the role, the task of his colleagues is to "knock him out of the equilibrium position", that is, when working out contact, answer questions with questions, try to use counter manipulation techniques, etc. Such a technique will allow working out various options for the flow of a conversation with the interlocutor and will increase the social engineer's confidence, which will certainly have a positive effect on the result.



Stress Test Algorithm

ABOUT *the importance of getting used to the role*

No matter who the social engineer is, no matter what role he plays, he must perform it convincingly. And to do this, he must "get used to" the role of the character he is playing.

All successful social hackers are excellent actors. When they get into character, they control, among other things, their non-verbal reactions.

A simple example. Let's say you are a man, dressed as a woman and want everyone to believe that you are a woman. You understand that simply changing clothes is not enough. Because in order for others to believe that you are the character you are playing, you must live this role. In our case, you must behave like a woman. Even if you have a dozen of the best make-up artists working for you, who will do everything so that "no one can get their nose to it", all their work can be ruined by lighting a cigarette in a typical male manner. And so on. If you need to play a homeless alcoholic, then as soon as you enter the store, everyone should shy away from you, yell at you, security guards should jump up to you and lead you out of the store under the white arms, while contemptuously wincing.

If a person is a good actor, then he can consider himself a 50% successful social engineer. If he also understands psychology, then he can consider himself a 100% successful social engineer, because he can "bewitch" almost anyone. The fact is that many people look only at the external attributes and do not look at the essence. This is one of the basic rules of social engineering. A rule that has long been learned by everyone who is somehow connected with the manipulation of human consciousness: social hackers, producers, PR people of all stripes and ranks, etc.

The next rule of social hackers is that most people are negatively dependent on their sense of self-importance. This negative dependence may not be a bad target for attack. Dependence on self-importance in itself does not mean anything bad. On the contrary, everyone wants to stand out somehow, that is, to feel important. The question is that there are different ways to stand out and different ways to feel that you need to stand out. Negative dependence is observed when a person wants to stand out at any cost and do it as often as possible.

The third rule of social engineering is that many people want everything good that can happen to them in life to happen as quickly and as desirable as possible.

with minimal effort on their part. A well-known example: most people vote for the promises of candidates in which they say the same thing in different ways: "as soon as they come, everything will be fine."

The fourth rule: many people are exceptionally greedy creatures for money. Or, to put it another way, some lose their sense of reality after a banknote is waved in front of their nose. And if it is not a banknote, but a suitcase of banknotes, then the sense of reality is lost seriously and for a long time. Playing on this weakness is one of the main methods of social engineering. It is used in different variations: from banal bribery to "chain letters" which say that "if you transfer two dollars to this account, then in a month you will receive twenty."

Social engineering is, with rare exceptions, almost always a game of human vices and weaknesses. Rare exceptions include, for example, excessive gullibility.

Social engineering technologies *Visiting the company's stands at exhibitions*

In order to collect a lot of information, it was enough to simply visit the stand of this organization at the nearest exhibition of their products. Most managers who are at their stand need only show the slightest interest, and they will gladly tell you everything they know about the products and future development prospects of their company. Very often you just need to stand and listen attentively (or not just listen, but record on a dictaphone, if you do not rely on memory).

If the manager is not particularly talkative, you can use a number of simple tricks aimed at making him afraid to present his organization in an unfavorable light. (In our universal scheme, this is the target. The attraction can be, for example, your importance, albeit artificially created - with the help of a badge and behavior.) For example, introducing yourself as some president, you can ask: "What's new with you this year? Do you know anything about it?" Someone will say right away, someone won't. . . To the one who is silent, you can say: "Okay, if you don't know, I'll call Maryashevich myself, ask him" (the name of the general director and all other significant

you definitely need to know the people). And, leaving, mutter, "they send the devil himself, they could have sent a knowledgeable person to such events"... One important point: the question that was not answered, which made you so angry, should be significant for you, but... not very much. Because then, having walked around other stands, after a while you need to return to the stand of the organization that interests you and ask a really significant question: "But you know about this, those guys have everything written so well, and will you do the same or should I immediately sign a contract with them"? And about this, he will most likely answer in detail, because he is afraid of his influential director Maryashevich, and will tell even more than necessary.

Phone call (vishing)

Telephone conversation ("vishing", from English.vishing - voice phi shing) - one of the most optimal methods of collecting imperceptibleinformation from external sources. It does not require much time, is flexible enough and inexpensive. If you are patient and persistent, you can talk to a fairly large number of people in a short period of time. The results of such prompt collection of information will help to quickly determine how much additional information is needed, where it can be found, who will help with this. When a new source is identified during a telephone conversation, you can immediately contact him, referring to the previous telephone conversation. But there is one limitation: when communicating on the phone, you should not ask your new acquaintance rather complex questions, limit yourself to several simple and relevant questions. In this case, you are more likely to get a result.[13]

Kevin Mitnick is a famous hacker who faced the best experts in information security from the FBI, convicted in the 1990s by the US justice system for penetrating many government and corporate secret databases. According to many experts, Mitnick did not have a significant technical background or great knowledge of programming.

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[13] **Quote from Igor's online textbook on competitive intelligence Nezhdanova. https://it2b.ru/category/guide/competitive-intelligence/**

But he mastered the art of communicating on the telephone in order to obtain the necessary information and what is now called "social engineering."

The optimal strategy for collecting information through cold calling, according to Kevin Mitnick, is as follows:

1. First of all, talk to people you know, or to people whose contact information is publicly available.
   They will give you initial data and additional contacts. And after you get your bearings in the problem, it will become easier for you to build a conversation with strangers and formulate questions correctly.
2. Obtain data from information concentration areas:
   • reference services;
   • sales department;
   • after-sales/warranty service centers;
   • persons responsible for public/investor relations.
3. Try talking to the most senior people in the organization, such as the CEO or other members of senior management. These people are often eager to talk. Their schedules include talking to analysts, the media, local community leaders, and other outsiders. Senior managers are usually very talkative people and are very proud of the organization they work for. It's just a matter of having a plausible and compelling reason to talk to them.
4. Middle management is difficult to communicate with. This group of people includes product managers, marketing managers, planning managers, etc. As a rule, they will not talk to you. Interestingly enough, these individuals often do not share information with other people and within their own companies. If you absolutely must approach middle management, have the answers you have already received in advance. Use middle management primarily to confirm or refute your assumptions.

Urgency

The reference to urgency is one of the important factors of manipulation. Urgency does not allow the source of information to understand that he is being controlled. In a hurry, it is impossible to turn on the mind. Haste controls the subconscious, which means that all actions occur automatically.

Example

Task:*to identify the terms of cooperation between the company Panies "A" and "B".*

Active phase:*call to company "A" under the guise of accountinggalley from company "B".*

- Company "A", good afternoon, how can I help you?

- Hello. This is company B calling you. Pe-

Please switch to accounting.

- I'm switching.

- Hello, hello.

- Hello, the company accountant is calling you. "B". Our chief accountant went on vacation and there is no contact with him, and we really urgently need an agreement between our organizations and we can't find it. Can I ask you to send a scan to e-mail or a photo to a messenger.

- Yes, of course, just one minute.

- Yes, if possible, please do more,

reconciliation report, and send it too, because we want to close the debts, if there are any.

- Yes, okay, let me send it to WhatsApp, dictate it number.

- Thank you very much, 8-903. . . .

- I'll send it in 5 minutes.

- Thank you, goodbye.

Example

- PanAm, how can I help you?

- Hello, I'm calling about a new uniform.

- I'm switching to the purchasing department.

- Thank you.

- Purchasing department.

- I work as a second pilot. Our base is near San-Francisco: We arrived in New York tonight and in 2 hours we'll be flying to Paris.

- How can we help you?

- I gave my uniform to the hotel dry cleaners, and there she was lost.

- Lost your shape? It happens often, comrade. Come to Well Build Uniform on 9th and Broadway. I'll let Mr. Rosan know you called.

From the film "Catch Me If You Can"
(dir.WITH.Spielberg, 2002)

Shock, fear, horror

Putting a person in extreme conditions and observing his reactions is the method Sherlock Holmes used to find out where Irene Adler kept the photograph that compromised the King of Bohemia.

This is how Sherlock himself describes his actions in the story "Scandal in Bohemia":

When a woman thinks her house is on fire, her instinct is to save what she loves most. It is the most powerful impulse, and I have profited by it more than once. A married woman saves her child, an unmarried woman her jewel-box. It is clear to me now that our lady loves nothing in the house more than what we are looking for. She rushed to save it. The fire alarm was a well-acted one. The smoke and the scream were enough to shake nerves of steel. Irene did exactly as I expected. The photograph is in a secret place, behind a sliding board, just above the bell-pull. Irene was there in an instant, and I even saw the edge of the photograph as she pulled it half out. When I cried out that it was a false alarm, Irene put the photograph back, looked

She glanced at the rocket, ran out of the room, and after that I didn't see her.

Conan Doyle A. Memoirs of Sherlock Holmes
(ill. B. Vlasov).
L.: Children's Literature, 1978

Bone

The mother bought plums and wanted to give them to the children after dinner. They were lying on a plate. Vanya had never eaten plums and kept smelling them. And he liked them very much. He really wanted to eat them. He kept walking past the plums. When no one was in the room, he could not resist, grabbed one plum and ate it.

Before dinner, the mother counted the plums and saw that one was missing. She told the father.

At dinner, my father says:
- Well, children, did anyone eat one plum?
Everyone said:
- No.

Vanya turned as red as a lobster and said the same:

- No, I didn't eat.

Then the father said:

- Whatever any of you ate, it's not good;

But that's not the problem. The problem is that plums have pits, and if someone doesn't know how to eat them and swallows a pit, they'll die in a day. I'm afraid of that.

Vanya turned pale and said:

- No, I threw the bone out the window. And everyone laughed, but Vanya cried.

Tolstoy L.N. Stories for children.
M.: Baby, 2017.

Pity, sympathy

The desire to come to a person's aid and help him out in his work situation is one of the golden qualities of any person. However, this quality is effectively exploited in social engineering.

Example

- It's about the way he talked about children, you see. That he helps little children and heals their broken hearts. I I understand, I should have thought, but I... I, true, not a very trusting person. But... the kids and their hearts. . . And... And, yes, I felt special, I could help him and the kids. And, yes, you know, he was sweet. Everything was falling out of his pockets, and he was such a charmer. I was special. And there was no one in the world better than me. Has anyone ever given you this feeling? Well, you probably have it all the time. Yeah, you're tired of this feeling. So be it. I don't care. Do whatever you want. But you know? I liked it! It was worth it. I assure you, it was worth it. It's so wonderful.

From the film "Nothing Personal"
(dir. T. Gilroy, 2009)

Example

The main character is looking for a patient in the hospital.

- Can you tell me where Lance Applebaum is? Spa sibo.

...

The doctor scolds the nurse:

- Do you understand how dangerous such confusion is? tsa? Stop crying, nod as a sign that you won't confuse us anymore. Calm down, get back to work, go.

...

- Hey, hey, what's wrong with you?

- He told me to take blood, and I did, and about the test tubes he didn't say anything.

- Hey, hey, no need, don't cry. What's your name?

- Brenda.

- Brenda, I wouldn't worry if I were you. These Doctors always forget everything.

- This is my second day on the job, and now I'm definitely going to get fired.

- No, no, no one will fire you, Brenda. I'm sure you'll
you work personally.
- Nothing is great.
- I bet: if I asked you to find out about my health
my friend Lance Applebaum, you will do it right away.
- Mr. Applebaum has a broken ankle. Doctor.
Ashland examines him in room number 7.
- You see, no problem!
- This is the patient's card from the ambulance. The blue star,
dite, means that the patient has been diagnosed,
and when he receives help, a red circle will appear
here, see?

From the film "Catch Me If You Can"
(dir.WITH.Spielberg, 2002)

Example

The person is trusting and tries to avoid conflicts.
Social engineering: well, go ahead, be brave.
- Sorry, sorry, I was here on an excursion and
There was a wallet in the buffet. Could you let me in?
I'll take the wallet and disappear right away.
- The buffet has been closed for a long time, come tomorrow.
- My father... I've lost my wallet before, you know, he gave it to me
understand what he will do to me if I lose him again.
- Sorry, I can't help you.
- Please, you can't imagine how I feel.
live with such a father.
- Excuse me... Damn it, stop!
- Thank you.

From the film "Who Am I" (directed by B. bo Odar, 2014)

Example

Recently, a 41-year-old woman I know stole a dress
from a store. We were shocked and asked her, like, how
did you do that? There are cameras there. She responded:

"I go up to the salespeople and say, 'I lost my wallet, let me look at the surveillance cameras.'" They tell her that there are no working cameras in the store and that they are all just dummies. After that, she calmly stole the dress and left.

https://emisare.medium.com/socialnaya ingeneria-9f16e0ba7fa5

Example

Task:*establish who lives in the apartment at the end specific address.*

Select a legend:*It was established that the residential building wasIt looks like an old Khrushchev-era building, with grandmothers sitting at the entrance, watching closely.*

Active phase

The employee dresses in simple clothes, pretends to be upset, and sits down next to the grandmothers.

- Darling, are you lost or something?

- Yes, I don't know what to do. My sister disappeared, my mother said-la - lives in this house with some Armenian. He says, go find her...

- Oh, son, what apartment, we seem to be all here we know.

- Yes, I think it was in apartment number 45.

- Oh, what are you saying! Marya Ivanovna lives there with her daughter. koy. My daughter is 20 years old, studies at Moscow State University. They live alone, and there is not a single Armenian there. A very good woman.

- Looks like mother got the address wrong. Thank you.

Example

Task:*install "internal kitchen", "latest "News from the inside" in the "Horns and Hooves" company.*

Active phase

The employee dresses in simple clothes, enters the organization's office, approaches the grandmother who washes the floors in the Horns and Hooves office, and says:

- Granny, do you have a glass of water? There's something in your eyes.

It got dark, the pressure probably jumped.

- Son, let's go to the utility room, you can sit.

- Thank you, granny.*(drinks water).*

- Well, is it better?

- Yes, it's starting to let go... How is it working for you here? Sya, do they pay wages?

- What are you saying? They've been holding it up for the second month now. If only

If it weren't for the children's help, there would be nothing to pay for utilities.

- Why the mops and old rags? The boss is completely

did you squeeze?

- That's not the word! He saves on everything, he took out loans, business is not going well. His skinhead partners come to him every evening to knock out a share, and they trample and trample here, washing the floors twice a day.

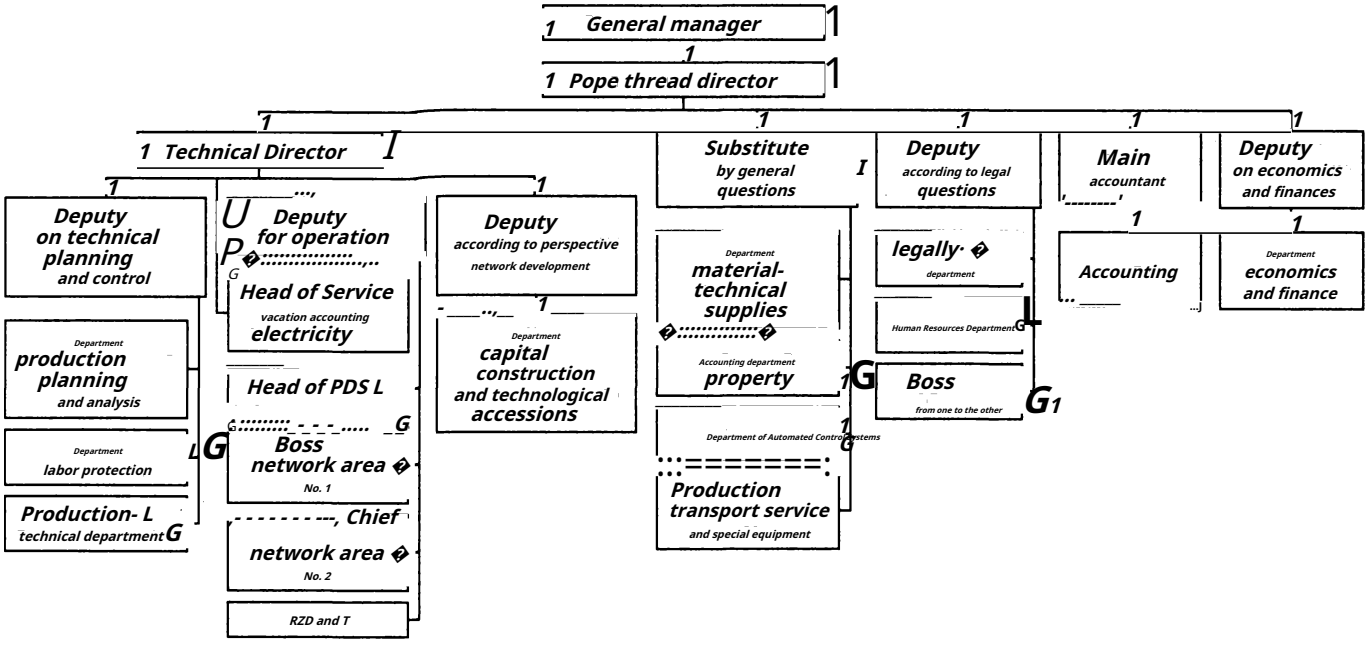
- Thanks, granny. I feel better now, I think I'll go.

Manipulation of the leader

The most important authority for any employee is his immediate supervisor or the head of the company. This is one of the favorite methods of social engineering, it is quite simple. However, to conduct a successful reconnaissance event, it is necessary to study the organizational structure of the company in order to clearly and accurately operate with positions and names.

When developing a legend, it is worth remembering several axioms.

1. **An employee of a company always knows the full name of his immediate supervisor (head of department, division), knows his voice well, manner of communication, etc. For example, an employee of the HR department clearly knows who heads the HR department.**
2. **An employee of a company always knows the full name of the company's director, but in the case of large organizations, he does not always know the voice and manner of communication of the main boss himself. For example, an employee of the production and technical department knows that the director of the company is Ivanov I. I. He saw his photo on the wall of the plant, on the corporate website - and that's it.**



typical organizational chart of the enterprise

3. In large companies, an employee is not always familiar with the heads of parallel departments, since they may be located remotely geographically. For example, an employee of the capital construction department has no idea who heads the ACS department, but may know the head of the HR department, since it was he who hired him.

Thus, a clear understanding of the organizational structure opens up various options for manipulation for the social engineer.

example

Task: receive from a competitor (the company "Agro"SnabLux") his commercial offer with prices for the company "Vasilek".

Implementation: call to the commercial director of "Agro" "SnabLuxa".

- Hello, Nikolai Petrovich, good afternoon. Nikolai Va. silevich, the company "Vasilek" is on the line. I just spoke with your director, Evgeniy Ivanovich, he forwarded the question to you. We urgently need the file with your proposal. The one that was sent earlier remained on the computer, which broke. We urgently need it. Review is underway... Please duplicate it to the e-mail . . . .@. . .ru. Thank you in advance. Goodbye.

Let's analyze the monologue, what actually happened? 1. The manipulator referred to the management's assignment, no one would go to the head of the company and ask him: "Evgeny Ivanovich, did you ask me to send the file from the CP or not?"

2. The manipulator urged on with urgency. Urgency is the main factor that does not allow one to think over what one has heard, and, as a result, many act automatically, that is, without turning on their minds.

Berezovsky's method

At that time, Boris Abramovich was not particularly allowed into high offices; he spent hours sitting in the reception rooms of big bosses, but he turned even this to his advantage.
For a souvenir for a secretary or adjutant, he managed to get the coveted "vertushki" – government communications telephones – at his disposal.

Marina Yudenich,
Deputy Head of Information Department
Administration of the President of Russia

If a person calls on ATS-1, it means that he is somewhere on Olympus, for someone, very, very. Here Berezovsky would penetrate, sit down at ATS-1, call and begin:

- Hello, this is Berezovsky. I right here now In Korzhakov's, I wanted to say...

And the person on the other end of the line definitely had the feeling that the person was calling from Korzhakov.

Quote from the film by Andrey Kondrashov "Berezovsky. Investigative Film"

Get on the same level with authority

The technique allows you to get in touch with the necessary person, while "getting through" the secretary.

Example

A call to the company. The receiver is picked up by the secretary.

- Hello, Mashulya, good morning. Is Kolya in? Urgent. Switch over, please.

What happened - Secretary Maria thinks that:

1) the caller is someone who has known the company director, Nikolai Petrovich, for a long time, most likely his friend, possibly a childhood friend, since he calls him by his nickname, without his patronymic;
2) Mashulya called me, therefore he knows me;
3) If I don't switch his friend to the boss, he will most likely be furious.

Investor

Attracting investments for business development is a significant and important stage of the company's growth and development. Therefore, when a potential investor appears on the horizon, representatives of the company into which financial investments are planned are ready to voluntarily and in the maximum volume share all available information about the business. Naturally, the information they provide must be carefully double-checked, because in pursuit of investments they can "hang noodles on your ears" about what a profitable and wonderful business it is. Collecting information under the legend of "investor" is a favorite technology in competitive intelligence. When working with this technology, it is necessary to carefully prepare the legend itself so that in case of double-checking it can be confirmed. The website of the investment company, business cards are a mandatory attribute of the legend.

Freebie/gift

To entice with a free candy is a favorite technique of manipulators. To achieve the goal of obtaining information, in the case of long-term cooperation with a source, it is necessary to carefully resort to "freebies", since if obligations are not fulfilled the next time the source may refuse to cooperate.

- Do you want a bike? No?
- And the scooter? No?
- Well, do you want a Zhiguli? Can you imagine, such a ma-lazy, but already a "Zhiguli"! No-o-o?
- Well, you want money, a lot, a lo-o-o-o-o of money!

From the film "Guest from the Future"
(dir. P. Arsenov, 1984)

example

- I'm trying to contact one of the clients. He's from the security service - Honard Baird. Nothing works, he's disappeared into thin air. It's just a disaster.

- What do you have?

- PO box number.

- PO box?

- Yes.

- Try the lottery trick.

- What trick?

- With the lottery. Send a letter to this address and say- live that he won a super mobile phone with GPS and was among the twenty lucky people who will be able to earn 100,000 by taking part in market research.

- Yeah, but is it legal?

- What's illegal about someone wanting to... give a phone. Does the law prohibit this? Say you're from Indigo Market Research, that's what I usually do.

From the film "The Girl Who Played with Fire" (directed by D. Alfredson, 2009)

Share information

This technique is often used by scammers. The idea is to give information to the source, convincing him that you really are from the organization whose name you introduced yourself as, since this organization really does have this information. Very often used in combination with the NLP method "2 YES".

example

- Hello, Olga Vasilievna. This is calling you. Bank Emerald security service. Have you just made a transfer in the amount of 10,265 rubles?

- No, I didn't.

- Fraudsters are trying to transfer money funds from your accounts. To protect your funds, you must go through the identification procedure. Are you ready?

- Yes. Ready.

- Your name is Smirnova Olga Vasilievna? Confirm.

- Yes.

- Your date of birth is February 1, 1970? Confirmed. child.

- I confirm.

- Your passport details are 01 010203? Confirm.

- Yes.

- Place of registration: Moscow, Geroev In- st. Terneta, 25, apt. 789? Confirm.

- Yes, I confirm.

A person who shared something with you, in this case information, evokes a response. Therefore, the method is extremely effective.

Example

- It is necessary to find out the date of birth of a specific concierge.

- See you later, good luck.

- Nikola sent Max to find out.

- Good morning.

- Good morning, sir.

- Something funny or musical?

- Anything funny or musical? I think, The best choice would be the Royal Theatre - one of the best in the city, the theatre itself is especially old and beautiful, would you like to see it? Please. The complete work of William Shakespeare, they give a version shortened to 97 minutes, it is a good comedy.

- Fantastic! I need to celebrate my Day. birth.

- Congratulations, sir.

- And when is yours?

- February 17th.

- Are you about 50 years old?

- I was born in 1951, now I'm 53.

- 53. I will definitely congratulate you on your birthday.

- That's kind of you.

- Excellent. Just what we needed.

From the documentary "Internal Enemy"

(directed by L. Mlechin, 2007)

Example

- Do you know the professor?

- I don't, but my Heiney knows him. Professor Por-

She is a great scientist. He will save Germany, and Heine is his right hand. If only I could write to him that his girlfriend did something for the safety of the professor and himself. But it is impossible - military censorship! You can't even visit him, although it is so close.

- Close?

- Yes...

- Shhhh... The enemy is not sleeping!

- There are no enemies here, everyone is ours.

- Gerda is right, caution is always needed. To me, For example, letters arrive at field post number 2912 and no one, not even relatives, knows where it is - in Germany or in Russia. Just 2912.

- 4854, damn number. I write every day this 4854, and I so want to be with my Heini.

- Soon, Eva, very soon the war will end.

...

- Here, Mr. Lieutenant, as you asked. I have carried a list of units with field post numbers from 4800 to 5000[14].

- Thank you... 4854 - Narz.

From the film "The stake is greater than life"

(directed by J. Morgenstern, 1967-1968)

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[14] By the way, naming the range of field mail numbers with 4800 to 5000, the lieutenant thereby concealed, disguised his interest in a specific unit.

Demonstration of knowledge

The essence of the method is simple: you need to provoke your opponent to correct you and give you the correct information.

Example

- Please forgive me for disturbing you, Mrs. Smith, but I needed a boat. What's it called?

- "Diana", sir.

- Ah, such an old vessel, green, with a yellow stripe. soy, very wide at the stern.

- No, no, sir. She's so small and neat. We recently painted it white with two black stripes.

- I'm going to take a ride down the river and if I see your husband, I'll tell him that you're worried. As you said, with the blue pipe?

- With black, sir.

- Ah, yes, with the black one, with the black one. Goodbye, Mrs. Smith.

From the film "Sherlock Holmes and Dr. Watson: The Treasures of Agra" (directed by I. Maslennikov, 1983).

Doubt about the veracity

By deliberately making a false statement or making an incorrect statement on some issue, you can count on the fact that the interlocutor will want to clarify or supplement this statement. This technique is especially effective when communicating with emotional and impulsive natures, who are easily thrown off balance by distortion of facts. This technique is no less effective in relation to people who consider themselves "experts" or great erudites.

Conditions for successful application of the technique:

- *an inaccurate or false statement must relate to the area of ideas that concern the person of interest at the moment;*
- *such an action must create a certain difficulty for the person of interest in the form of a struggle of motives: to say - not to say, etc.;*
- *the person using this technique must convince the interlocutor of the sincerity of his behavior.*

Example

- It's not true that you saw this hound?

- Are you a reporter?

- No, just curious. So, you saw him?

- Maybe he saw it.

- But I don't believe it.

- Well, don't believe me, I don't care.

- Sorry.

- The bet is off, John.

- What?

- A bet?

- We need to wait until dark, and then we'll have another half hour... children are bright.

- Wait, what bet?

- Oh, John and I had a bet of £50. I say, that you didn't see any dog.

- Yes, I heard at the bar that you saw it and can do it- to say.

- Say goodbye to your fifty.

- Yeees?

- Yes! I saw him. Not even a month had passed, there in the ravine- ge. But it was foggy and hard to see.

- I see. And there are no witnesses, I suppose?

- No, but...

- As always.

- Wait a minute, did you see?*(holds out the phone with a (writing)*

- Is this him? He doesn't look like a monster. Sorry. John, I think I won.

- Wait, that's not all. Question: why is everyone afraid? go there, to the ravine? Everyone has a bad feeling there.

- S-sensations, and that should convince me?

- Yes, listen to me to the end, I just started. Everyone is sure that there There is someone. Someone from Baskerville, escaped.

- Clone? Super dog?

- Maybe so. God knows what they're spraying here, ka- I'm forging poison. I don't trust them, even if they cut me.

- Okay, that's all?

- A friend of mine worked in the Ministry of Defense. How then we agreed to go fishing, but he showed up only the next day, and he was as white as a sheet. He looked terrible. I asked him what was wrong with him. "I saw something today, Fletcher," he said, "that I wouldn't wish on anyone. A terrible thing." He had been to some secret facility, maybe Port and Dawl, maybe Baskerville, maybe somewhere else, and he said that there, in the secret laboratories, he saw, you won't believe it, "rats the size of dogs," he said. And dogs, like a tank the size of a horse*(takes out a paw print).*

- Ah-ah-ah, we bet 50?

From the movie "Sherlock"

(dir.E.Lin et al., 2010-2017)

Example

- Everyone knows that the ABC company has released a beam neck software for this rajet.

- Actually, that's not true. Our company started sell a similar product in 1998 and our sales increased by 23%.

Controlling organization

Communication with representatives of the controlling organization is always stressful, since it has enough authority to close the enterprise, impose sanctions: fines, issue a warning, etc. Therefore, when communicating, a completely normal human reaction is to "give everything that is necessary, just so that they leave me alone as soon as possible." Fear, anxiety, the desire to get rid of them as soon as possible in this case turn off the mind, which leads to the success of such manipulation.

Example

- Who's in charge here?

- Yes, at your service. Dubois, director of tourism.

of the Russian Bureau.

- Wonderful.

- When was the cleaning done?

- Look at the sleeve, fresh museum dust.

- Excuse me, please, but we have a full cleaning staff-shchits...

- Which are cleaned once a month?

- Every day, from 12 midnight to 5 am.

- Mm... you should keep an eye on them, otherwise I'll file a report!

- Yes, sir.

- Don't bother.

- Thank you, monsieur.

- Excuse me, sir, this way.

Quote from the movie "How to Steal a Million"

(directed by W. Wyler,1966)

Rosstat

The Federal State Statistics Service (Rosstat) is one of the state bodies that collects and accumulates economic indicators of companies, industries, sociological data, etc. The use of the legend "Rosstat" was widespread in the 2000s and 2010s. by a number of market players. Even in "R-Techno" after a visit to potential clients with an offer of cooperation, calls were received from such players who had already served these companies, carrying out work to check a potential partner, for example, our company.

The Internet is full of stories like this:

- *https://forum.klerk.ru/showthread.php?t=589275*
- *https://www.gazeta-unp.ru/news/17538-moshenniki-zvonyat v-organizatsii-ot-imeni-rosstata*
- *https://pravoved.ru/question/1 582606/*
- *https: //obo rot. ru/fo rum/zvonok- s - fe de ra 1 no j - slu zhby statistiki-i7597.html*
- *https://forum.sakh.com/161 2585/*
- *https://regforum.ru/forum/showthread.php?t=70292*

Police

An example from personal experience

Around 2006-2007, negative information about the author began to spread on the Internet. Allegedly, Roman Romachev is a well-known Moscow raider who seized many enterprises. All the texts were written as if from a carbon copy. By contacting the site administrators, I managed to establish the IP-scammer, he was the same everywhere. The scoundrel did not bother with anonymity, and in those years the very idea of the Internet was as an anonymous platform. Thus, a Moscow provider was established by whois, whom I called personally. The following dialogue took place:

- Good afternoon. "Mir Telecom" (fictitious name) (noe). How can I help you?

- "Department K" of the Ministry of Internal Affairs of Russia is calling you (at that time (Department K was still dealing with cybercrimes, and the police were still the militia). Captain Smirnov Oleg Viktorovich. Please connect me to the support service.

- Just a minute.

- Help desk. Ivanov Semyon Makarovich. Than can i help?

- "Department K" of the Ministry of Internal Affairs of Russia is calling you, captain. tan Smirnov Oleg Viktorovich. From IP address No. ..., which belongs to you, a hacker attack is currently being carried out on the servers of the Main Directorate of Internal Affairs of Moscow. Please tell me which company rents them from you?

- A-a-a... m-m-m... (the interlocutor is shocked) m-m-m... We are so What information we provide upon request.

- Yes, I know. The request is being prepared, sent to the sub letter. We have a critical situation, we need to stop the attack immediately!

- Okay, then send a request to e-mail. IP address No.... is rented by Vatrushka LLC.

- Thank you.

It was one of the suspects who worked at Vatrushka LLC. The entire investigation took no more than an hour: correspondence with the site administration, preparing a legend, working on the legend, a phone call.

Romanoff's Misfire

Of the social hackers of the past who became famous in America and who did not hide their ethically questionable methods, one can only recall the legendary editor of the Chicago's American newspaper, Harry Romanoff.

He got almost all of his scoops over the phone, introducing himself to his interlocutors as the chief of police, the governor, or the head of the fire department. (The "Romanoff misfire" operation went down in the annals of history, when he once called a house where a crime had recently occurred and an investigative team was working: "This is Coroner Obion speaking. How many victims do you have?" Harry asked. And he heard on the other end of the line: "No, it's me, Coroner Obion! And who the hell are you?")[15].

> A call comes in from someone claiming to be a police officer, who says that a young cashier has been accused of shoplifting. The senior manager locks the suspect in a back room, searches her, and forces her to undress - all at the direction of a voice whose authority is never questioned.
>
> ***From*** movie ***"The Obedience Experiment"***
>
> ***(directed by K. Zobel, 2012)***

Customs

See the example in the section "Que pro quo".

Ministry of Emergency Situations

Example

Task: to identify the landlord of the company "Vasilek".

Call the company:

---

15 **Telephone rippers // Business magazine Online.September 10, 2012 https://romachev.ru/intelligence/1593/**

- Good afternoon, Vasilek company. How can I help you? help?

- Good afternoon, young lady. Fire inspector. in the Bormatulovo district Bulkin Alexander Grigorievich. Please tell me, is your office located at Geroev Interneta Street, 28, office 12?

- Yes, that's absolutely right.

- Please tell me your landlord's details. lya and a contact phone number. I can't get in touch with the ones I have, and there's a fire safety inspection coming up in the entire office building.

- Just a minute...

Intelligence services

Example

A clear example of social engineering at its best was the case of Diligence LLC and the audit firm KPMG Bermuda.

Briton Guy Enright worked as an accountant at KPMG Bermuda.

In early 2005, Guy Enright was approached by his compatriot Nick Hamilton. Nick seemed like a charming man. He told Guy Enright that he needed to speak to him on a matter of great urgency and importance. They met twice, and at one point, Enright thought that Nick Hamilton was an employee of the British Secret Intelligence Service.

Quite soon, Guy Enright began passing on documents to Nick Hamilton that he believed were being used to protect the interests of British intelligence.

However, Nick Hamilton did not work for or be an employee of British intelligence. In fact, Hamilton was impersonated by someone named Nick Day, the head of a British private intelligence firm called Diligence LLC. And the documents were not intended for Her Majesty's Government or the intelligence services, but for clients

Diligence LLC, namely the Washington lobbying firm Barber Griffith & Rogers, which represented the interests of a Russian holding company, as well as IPOC International Growth Fund Limited, whose auditor was KPMG Bermuda, where Enright worked at the time.

According to the case materials, the Diligence LLC project, codenamed "Project Yacca." Yacca is the English name for coniferous plants of the podocarpaceae family. ***Translator's note),*** **was carefully planned and skillfully implemented.**

A leaked memo later filed in the case revealed that Diligence LLC's successful investigation identified two possible employees of the accounting firm: "a man in his mid-20s who was somewhat bored... who was a party animal, in need of funds, loved risk, sports, women, disdained his superiors, was a reckless spender, but was a patriot." According to the memo, the other employee was "a young, insecure, bitchy, overweight, single, 'unscrupulous' woman who spent money on her appearance, clothes, and gadgets, had only casual friends, and was intimate with her mother."

Diligence LLC settled on British accountant Robert Enright, who, although not the "ideal choice," was still suitable for the purposes of the transaction. In addition, Diligence LLC apparently had certain time and budget constraints, so the company decided to go ahead and contact him.

After a brief telephone conversation, Enright and Day agreed to meet for lunch near KPMG's office.

Nick Day, who introduced himself as Hamilton, did not reveal any details to Enright, but said that he had a task related to the issue of British national security. "Hamilton" showed Enright a questionnaire to verify

personal data on a form similar to that commonly used by the British government, and said it was being completed as part of an official investigation. The questionnaire had a British government stamp at the top and looked official, asking questions about Enright's parents, career, family, criminal record and political views.

A few weeks later, Day, posing as Hamilton, met Enright again. This time, the venue was a local bar for a more relaxed and certainly less formal conversation. The two men chatted for several hours. "Hamilton" told "army tales" about his time in the Royal Navy's special forces unit, the Special Boat Service (SBS). Feeling that Enright had relaxed enough, Day turned the conversation to KPMG's audit of IPOC and what Enright knew about it.

Soon after, Enright began passing internal KPMG audit documents to Hamilton using the bookmarks that agents and their informants use for covert communication. All the while, Diligence LLC was monitoring Enright to record any routine activities or behavior he engaged in.

It is still unclear whether Guy Enright was paid to hand over the documents. But it is known that at some point Enright received a Rolex watch that he was led to believe was a "token of gratitude" from British intelligence. The watch, of course, turned out to be a gift from Day and Diligence LLC.

Enright became the prime target for the MICE method (money, ideology, coercion/compromise, extortion/egoism). The bored British patriot abroad and the role of "James Bond" created and played for Enright by Nick Day were ideal for the situation at that time and place.

In November 2005, KPMG Financial Advisory Services filed a lawsuit against Diligence LLC in a U.S. court, accusing *her* of "fraud and unlawful enrichment."

The case was settled on June 20, 2006, with Diligenctr paying KPMG US$1.7 million in damages.

As the example shows, social engineering, when properly planned and executed, can be an extremely useful espionage tool. It is a low-cost and, if done correctly, stealthy way to conduct intelligence. The Diligence LLC and KPMG affair only came to light when a corporate whistleblower at Diligence LLC or its client turned over all the relevant material to KPMG in New Jersey. Without him or her, KPMG and Enright would still be in the dark.

While it is still unclear how much Diligence LLC charged for the information, according to the case file, they billed $25,000 monthly for their services and $10,000 in expenses, and received a $60,000 "Bermuda Report" bonus.

Source:https://www. intelligent-protection.co.uk/ operational-psychology-social-engineering.html

Quid pro quo/ Quiz pro quo (quid pro quo)

A social engineer offers a benefit (service) in exchange for providing information.

Example

Task: to identify a specialist (head of department)la), which is engaged in sea transportation. The call comes from competitors: an employee calls the general number, introduces himself as an employee of the customs border service, and plays out a situation that needs to be resolved as soon as possible.

Dialogue (in a confident voice, in a dissatisfied tone):

- Hello, customs ter shift supervisor.

minala (name). The cargo of your company (such and such) is located

(there). The documents are not completed correctly. The deadline is extremely tight. Immediately connect me with the person responsible for this delivery from your company. The logistics department or whoever is in charge of this.

- Hello, it's very strange, this can't be...

(interrupting in a raised voice)

- I don't care if it can or can't. It's a borderline. zone. It is urgently necessary to draw up the correct documents. Contact the department. If you do not re-register the documents correctly right now in the shortest possible time, which is 24 hours, I will remove your cargo from inspection, and it will be placed under arrest. And in the future, if you make mistakes in declaring your cargo, all your deliveries will be placed in the red corridor. Urgently, I need a boss or a manager. Run! Otherwise, your boss will be looking for his cargo, and you - for a new job. And I do not exclude that he will hang possible fines on you for not notifying in time.

- Excuse me, just a minute, I'll find out everything now.

- Let's save time, mine and yours. Contacts manager and name, and then the issue will be resolved without mediation.

A favorite trick of telephone scammers. Remember, you are living your life, not bothering anyone, and then they call you:

- Hello, this is the bank's security service, all the money has just been written off from your card...

What does the manipulator do in this case? He simply switches your mind to the subconscious, so that you start making decisions based not on logic, but on automatism and emotions. In case of a successful switch, the interlocutor turns into a victim, with whom you can do anything.

Another example of how you can establish the real owner of a phone for intelligence purposes: by creating a "problem" for him with a paid subscription.

Example

Task: *identify the real user of the cell phonelefon 1 1 1 - 1 1 1- 1 1 - 1 1.*

Call this number.

- Good afternoon, my name is Julia, I am a mobile operator. Telecom-2 1 network. This number has just been subscribed to a paid subscription for content intended for persons over 18 years of age and, according to our company's internal policy, confirmation is required that the phone is being used by a person over 18. Please introduce yourself fully... And date of birth...

- If you want, I can cancel the subscription now. For please tell me your name... and date of birth... The number is registered in your name...

- I don't have access to personal information, that's the point. The point of confirmation is that it is necessary to verify them with the words of the user of the number.

Greed

Example

In one distant Siberian town, a certain Olga Gebels (let's not call her that) had been trading grain for a long time. She collected money (more than one million rubles) and left for Moscow.

She lived without registration in a rented apartment, and invested the stolen money in a new project (fuel and lubricants trade). She organized a small company. Everything was in order. She was a nominal director and was not a founder. Apparently he was preparing xia **NEW "KIDOYU".**

The customer only knew her first and last name and her mobile number (the old one). Not much... ***(we scratched our heads)*** *But, as they say, the order has been received. Let's begin to execute.*

This lady, out of greed (or for respectability), in addition to a new mobile number, once in an advertisement

indicated the old one. . . Oops. . . There is a "hook". We call via Skype (the bastard constantly changes the incoming call number, and that's what we need), and the conversation goes something like this:

M e. Olga, hello. We are calling you from Kazakhstan. Detective agency "Zhargen and Nureki".

She: Hello. What's the matter?

We. From Dusseldorf, from the law firm "Martin and Partners" came a request for your search. You have been written off to the inheritance, from Hans Kunz. We have been looking for you for 5 months already. In 2 weeks the deadline expires, and the inheritance becomes the property of the state. 1 million euros.

She: Why me? I'm not German.

We.*(swearing to myself...)*Please excuse us, lady. This is not our question. Well, are you going to take the million or not? You are Goebbels, after all.

She. Well yes, my husband is Gebels, I am Gebels for him and our children are Gebels :)

We. We urgently need to scan your passport, in full: with your husband, children, registration and photo and send it to us by mail in Alma-Ata. We will double-check and send it to Germany.

She. One moment. I am writing your mail. . . .

It takes a long time to write - the work is done even faster. He sends us a scan of documents from his corporate email. Oops, we already know where she works. But doubts plagued us - what if it's not her. We send the customer a copy of the passport. He squeals in a bad voice, claps his hands, dances the lezginka and asks us not to miss her.

Well, okay, we continue working. Or rather, we remain psychologically silent for three days.

Olga Gebels starts to twitch, write letters... She promised to complain and send a plague on the detective agency "Zhargen and Nureki" :). We call her.

M e. Olga, hello. The Germans confirmed that it was you. They will send you a package of documents by registered mail, money for travel to Germany, etc. To what address should everything be delivered?

She: Well, bring it to my friend, I'll tell you the address now.

M e. No-o-o-o-o, that won't work. You must sign in person and provide a passport to prove that it is you. We are a serious company and we will not hand over documents worth a million euros to God knows who! ! ! !

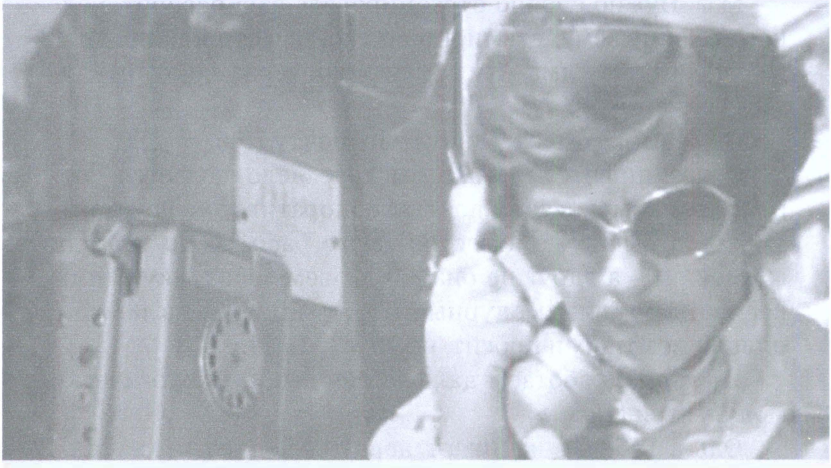
Greed has ruined more than one sucker and swindler. She gave the address and decided what time she would be home. Then it was a matter of technique. They informed the customer, and he and the police officers came to her home.

A case study quote from the blog of Evgeny Leonidovich Yushchuk.
https://yushchuk.l ivejournal.com/272339.html

Intrigue

Manipulation of intrigue exploits such a human quality as curiosity.

Example



HUMINT. Social engineering. Information extraction

- Dental clinic? · Hello, additional 3 -62 .

— ...

- Please, call Anton Seme. Nycha Shpak, please.

- Anton Semenovich, you.

- Who's asking?

- Hmm, some woman!

- Don't shut your mouth... I'm listening.

- Anton Semenovich, hello. Which one are you

How many hours are you working today? An actress says. No, no, I don't know you, but I really want to meet you. Oh-ho... So you'll be there until 4? And I'll call you again. I'm very persistent.

- I am waiting!

From the film "Ivan Vasilyevich changes his profession"
(dir. L. Gaidai, 1973)

Road apple

From hacker literature

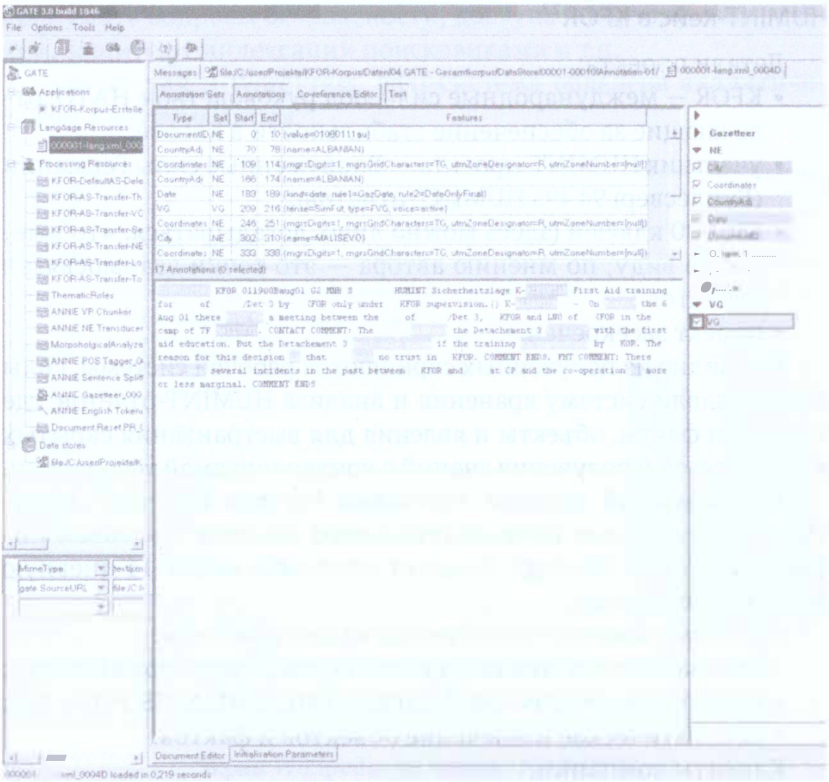
This method is an adaptation of the "Trojan horse") and consists of using physical media (CDs, flash drives). The attacker usually plants such a media in public places on the company's territory (parking lots, cafeterias, employee workstations, toilets). In order for the employee to be interested in this media, the attacker can put the company logo and some signature on it. For example, "sales data", "employees' salaries", "tax report", etc.

Example

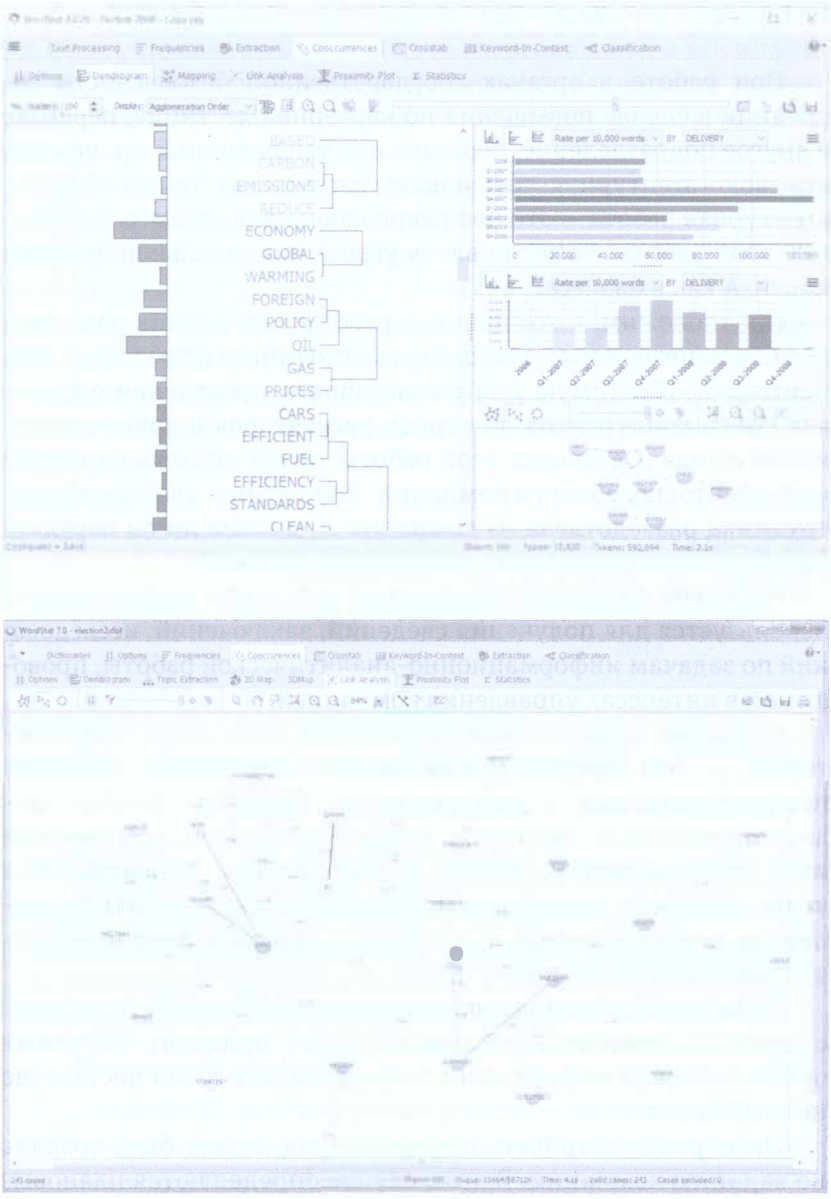
Task: **identify what problems the company has with taxes government service.**

Solution: **The accountant was given an advertising broshyura about unique services in the field of dispute resolution with the Federal Tax Service on tax issues. The accountant found a brochure and contacted a company representative. After which the "resolver)) requested the entire chronology of the conflict, all documents and materials. The accountant sent everything by e-mail.**

Translated from Russian to English - www.onlinedoctranslator.com



WordStat


Text Processing
Frequencies
Extraction
Cooccurrences
Crosstab
Keyword-In-Context
Classification
Dendrogram
Mapping
Link Analysis
Proximity Plot
Statistics
Display: Agglomeration Order
BASED
CARBON
EMISSIONS
REDUCE
ECONOMY
GLOBAL
WARMING
FOREIGN
POLICY
OIL
GAS
PRICES
CARS
EFFICIENT
FUEL
EFFICIENCY
STANDARDS
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Q4-2007
Q1-2008
Q2-2008
Q3-2008
Q4-2008

WordStat

WORKING WITH A NETWORK OF INFORMANTS. NETWORK KING

When working in state security agencies, an employee, in the event of promotion, transfer to another department, relocation, dismissal, etc., transfers "his" agent network to a new employee. Thus, agent work is an ongoing process. Violation of this work may entail a threat to national security. But what about business?

Suppose there is an intelligence officer working for Company A. Over the years, he has built up a network of sources (industry experts) necessary to conduct monthly surveys of competitors, regulators, and other market participants. Stopping this work could lead to a decrease in the company's competitiveness. Question: When an intelligence officer leaves Company A, should he transfer the network he has built up to a new employee or not?

Let's look at the situation. An expert network (network of informants) is used to obtain information, conclusions, and research on the tasks of information and analytical work carried out in the interests of company management.

The creation of an effective expert network (network of informants) is a non-trivial task that requires the investment of professional and material resources. The selection of qualified experts (informants) and their involvement in cooperation requires from the specialist engaged in this a good understanding of the professional subject matter of the experts (informants) and a sufficiently high qualification in personal communication.

A properly assembled expert network (network of informants), with good personal interaction, brings the required volume of useful information and represents a fairly valuable asset.

An expert network (network of informants) can be created on the company's instructions. In this case, planned tasks, functional responsibilities of employees, the procedure for interaction with experts (informants) are defined, and appropriate resources are allocated. This activity itself is regulated by local regulatory acts of the company (see below).

With such an organization, the expert network (network of informants), as a management object (not personal), and all information obtained as a result of the execution of tasks by experts (informants), are the property of the company, its intangible asset.

An expert network (network of informants) can be created by a specialist independently on his own initiative to perform the tasks assigned to him in the course of information and analytical work. In this case, the specialist invests his own professional and other resources, therefore the expert network (network of informants) created by him is the specialist's own asset, which he manages himself and bears no responsibility for the volume and reliability of the information received.

Approved

General Director

_____

date

POSITION

on the procedure for engaging experts

1. General Provisions

This Regulation establishes the procedure for engaging experts who are not employees of the company "XXXXXX" and interacting with them to provide information support for decision-making in the area of strategic and operational management of the company.

Terms and definitions

- Expert-analytical work is a system of actions performed with the involvement of experts to analyze and/or evaluate objects of expert-analytical research in order to increase the validity of management decisions taken, including in conditions of partial uncertainty, contradictions or conflicts.

• An expert is an individual who has specialized knowledge, practical experience and professional skills in one or more areas of expert activity.

• Customers of expert analytical work are managers who are part of the company's management.
• Organizer of expert work (organizer) - an employee authorized by the head of the company.
• Exercise — a specifically formulated task to conduct an analytical study or analytical report.

2. Involvement of experts

The expert work organizer selects candidates for cooperation based on information received at specialized conferences, exhibitions, in the media and other professional communities.

The personal composition of experts involved in cooperation is approved by the head of the information and analytical department.

The organizer of expert work maintains a register in which the details of experts are indicated:

• last name, first name, patronymic;
• scientific degree (if any);
• scope of activity and professional competencies;
• email address, telephone number for communication;
• place of permanent employment (if any).

3. Procedure for interaction with experts

The expert organizer interacts with experts on all issues of cooperation on behalf of the company.
work.

The organizer of expert work, based on the needs of its customers, forms a list of tasks for experts and a work plan.

The organizer of the expert work, in accordance with the plan, transfers the task to the expert in the form established in the contract. The expert transfers the results of the tasks to the organizer within the agreed time. The results of the execution

The organizer registers the tasks of experts in the established order and provides them to his immediate supervisor.

4. Privacy Policy

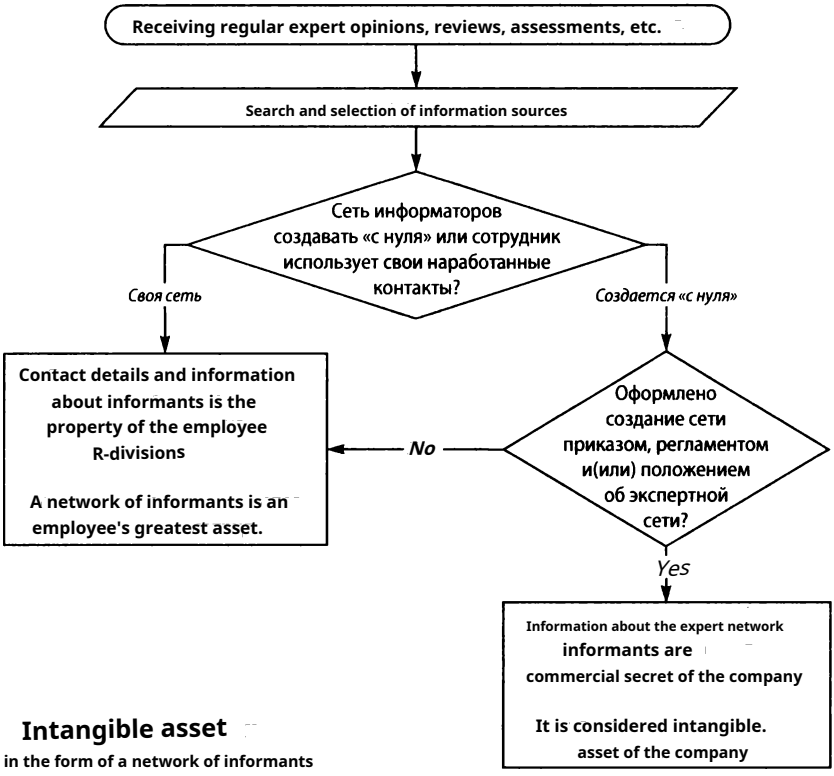
Within the framework of the expert-analytical work specified in this Regulation, the company's commercial secrets include:

1) the content and list of tasks transferred to experts;

2) the results of the execution of tasks by experts, including expert opinions from the moment of their transfer to the organizer of the expert work;

3) a register containing data of experts.

Full name *Signature*


Receiving regular expert opinions, reviews, assessments, etc.
Search and selection of information sources
Сеть информаторов создавать «с нуля» или сотрудник использует свои наработанные контакты?
Своя сеть
Создается «с нуля»
Contact details and information about informants is the property of the employee R-divisions
A network of informants is an employee's greatest asset.
No
Оформлено создание сети приказом, регламентом и(или) положением об экспертной сети?
Yes
Information about the expert network informants are commercial secret of the company
It is considered intangible. asset of the company
Intangible asset
in the form of a network of informants

The risk of storing informants' contacts

Shortly before the book was submitted to the publisher, before the Western media began to hype up the story about the upcoming counter-terrorist operation in Ukraine, one federal media outlet had an unpleasant embarrassment. A Western IT company that provided corporate services, including a common database of expert network contacts, announced that it was immediately (that is, right now) breaking off cooperation with the organization. This led to the journalists losing access to the database of expert contacts with whom they were in constant dialogue. Thus, the media's activities were paralyzed. Please take this case into account when organizing your contacts.

KOHTP-HUMI NT (COUNTERINTELLIGENCE)

People have always been and will be the weakest link in the company's security system. It is people, due to negligence, incompetence, inattention, who in most cases are involved in leaks and disclosures. Therefore, counteracting HUMINT must begin with working with personnel: education, literacy, practical training, control and verification activities (pentesting) - this is what can stop the leakage of critical information thanks to HUMINT methods.

Trade secret regime

We can talk about the safety of a commercial secret only where the appropriate regime has been introduced: each employee of the company is instructed on what a commercial secret is, where exactly it is "lying", who has the right to access it, and on what grounds. In the absence of a "CT" regime at the enterprise, the company is actually open to the collection of critically important information from outside.

Human resource

Partners and suppliers

Partners and suppliers are an external information circuit that cannot be controlled. When working with contractors, it is necessary to include non-disclosure clauses

trade secrets (NDA) in contracts, stipulate who, when, how and under what conditions can request information on the implementation of contractual obligations, what is the form and channel of transmission of this information (speech, scan, fax, e-mail). Prescribe in contracts and stipulate that the counterparty has the right to carry out control and verification activities (pentestin r) of the counterparty, regarding the careful and proper storage of CT, prescribe penalties in the contract.

Former employees

Upon termination of the employment contract with the company, the former employee undertakes to maintain the commercial secrets entrusted to him for the performance of his official duties. Upon dismissal, the employee is obliged to re-sign the agreement on non-disclosure of commercial secrets, he must be re-informed about the consequences of disclosure, including criminal punishment and fines. In addition, the former employee must know that the company has the right and will conduct control and verification activities, including "covert interviews" in order to verify compliance with the terms of the agreement. The former employee must be informed that the information disclosed by him during the interview will very quickly become known to the company, since everyone knows each other in the industry and news spreads very quickly.

Current employees

Current employees should be informed about the insidious methods of social engineers to lure out critical information. Before believing a caller on the phone, even if he introduces himself as a "very important person" (standing in accordance with transactional analysis in the position of "Adult" or "Parent"), demanding that information be urgently transferred to him, the company employee is obliged to double-check everything heard personally: ask again those to whom the caller refers, clarify with competent employees whether they are not afraid to spend time on verification, since it is time that allows you to calmly comprehend what you heard and make a critically correct decision.

Employees should be aware that all communication on the corporate telephone is recorded, and that liability is inevitable in the event of disclosure of commercial secrets.

Interns

Interns - temporary employees who do not always possess commercial secrets, but who receive access to indirect information, thanks to which a social engineer can gain access to a CT carrier. Interns, as a rule, are not very loyal, they are young and ambitious. Their task is to use the company's resources to "pump up" their skills and abilities. Sharing experience and knowledge with young people is a good thing, but this process should be approached quite seriously from the point of view of corporate security. Interns should be protected as much as possible from long-term contacts with current employees, they should work in a room allocated for them, having a minimum of information about key employees, positions, organizational structure, etc. But the commercial secret regime also applies to interns, even if they are not physically allowed to the secret, nevertheless, it will not be superfluous to sign an agreement and tell them about the responsibility.

Candidates for the vacancy

There is an opinion among HR specialists that if a job applicant is left for some time in an office where there are letters of gratitude, certificates, achievement reports, etc., this will additionally motivate him to get an interesting job in a successful company. From the point of view of social engineering, this is an excellent source. When a candidate gets to an interview, he walks through the rooms where those responsible for fire safety, their full names and positions are indicated on the door signs. It is necessary to minimize the receipt of such information for an outsider.

Information carriers for OSINT

Website

Study your corporate website and ask yourself - how can the published information help to select a key for HUMINT? Surely you will be able to discover a lot of new things: clients, partners, suppliers, top managers, organizational structure, media in which the company is mentioned, etc.

Corporate brochures

Brochures, prospectuses and even business cards are the basis for finding and developing suitable HUMINT technology. Just like the company's website, the materials published in them require careful study for vulnerability.

Information audit

Having worked in the private intelligence field for over 20 years, we have noticed that clients regularly approach us with a request to conduct an information audit of their own company, i.e., the object of their intelligence interest is their own organization. For what purpose? To look at their own company from the outside. This work allows you to identify strengths and weaknesses, reputation, as well as the sources that disseminate this information. Do this regularly, and you will be able to manage the "indicators" that affect reputation and security.

Conclusion

In recent years, the importance of private intelligence has increased. Without entering into direct competition with state intelligence, private intelligence nevertheless performs a significant amount of work on collecting and analyzing operational information in the interests of non-state entities, facilitating the development of medium and large businesses (capable of maintaining such structures or paying for the services of external contractors).

In order to obtain significant information, private intelligence agencies use the entire spectrum of currently known methods and technological solutions, except for those related to operational-search activities (OSA, which, according to the law of most countries, only the state has the right to engage in). Not inferior to state intelligence agencies in terms of equipment, private intelligence agencies often surpass them in reaction speed, efficiency and the quality of decisions made. The personnel of private intelligence companies in terms of training and professionalism is also generally higher than the personnel of some special services: valuable specialists in the private sector are better motivated and provided for than employees whiling away their time in government service. True, personnel shortages also occur in these structures, as well as a crisis of professionalism, especially in cases where senior positions in private intelligence are obtained through connections or family or family ties.

Despite technological progress that can hide a miniature microphone or camera even in a sheet of ordinary writing paper, the basis of any private intelligence work is still the acquisition of "living" sources of information. This is what the special services call "arte-operational work." Formally, private intelligence agencies are not engaged in this activity (see the law on operational activities), but the forms and methods they use to establish contacts with carriers of valuable information are of little use.

differ from the same methods of communication used by government agencies. In this case, establishing confidential contact with the bearer of valuable information with its subsequent consolidation and transfer to the format of permanent mutually beneficial confidential cooperation is a key factor in this work. Establishing initial contact with the object is preceded by a long stage of its study.

Today, private intelligence agencies exist both independently (in the form of independent private intelligence companies; a typical example is the company "R-Techno") and as part of various kinds of corporations, including transnational ones. Intelligence agencies serving the interests of the TEC often become the creators of covert intelligence networks covering the territories of those states in which the TECs have their interests, representative offices or branches. These networks are of constant interest to national intelligence agencies, to which they can even be provided (under certain conditions, of course) for temporary "use". In the future, such forms of interaction between private and state intelligence agencies, if they develop, often take the form of public-private partnerships.

Illegal entities also have their own intelligence structures - transborder organized crime groups, international terrorist organizations, transnational drug cartels, totalitarian sects, and corporate raiders. In the latter, private intelligence is present in all three of its main forms - agent, analytical, and technical, and in all three of its main types - external, internal intelligence (also known as political investigation), and counterintelligence. And this too must be taken into account.

In the near future, the role of private intelligence will certainly increase. Government agencies will increasingly turn to private intelligence agencies to solve sensitive tasks, conduct false flag operations, and freely work in gray zones. In turn, private intelligence agencies will become part of the "Washington carousel" in which future heads of the CIA directorates and other intelligence agencies will undergo "field testing": a temporary change of climate will benefit them. At the same time,

many qualified employees of private intelligence services will displace former employees of the CIA, FBI and other agencies from their "cushy jobs" who have gone over to serve in the intelligence agencies of drug cartels, transnational organized crime groups and totalitarian sects: nothing personal, just ordinary competition. In this regard, it will be necessary to develop new forms and methods of combating these segments of the global criminal community. And in this regard, the book presented to a wide audience by the guru of Russian private intelligence Roman Romachev is extremely useful and timely, because you need to know your enemy by sight and be able to use his own methods of work against him. As Alexander Nevsky said, "Whoever comes to us with a sword will perish by the sword!" >>.

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https://rg.ru/2019/02/15/spisokterror-dok.html
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- Автор специальных программных разработок в сфере OSINT и риск-менеджмента.

Рассмотрены технологии получения информации в частном разведывательном секторе. Это уникальный труд, не имеющий аналогов в мире, который комплексно освещает весь процесс – поиск источника информации, легендирование, составление психологического портрета, выработку метода первого контакта, технологии детекции лжи, технологии манипулирования в HUMINT (Human Intelligence), манипуляции информацией, фиксацию информации, программные решения для HUMINT.
Учебный курс сопровождается огромным количеством примеров, как из практики, так и из обычной жизни и популярных кинофильмов. Книга основана на более чем двадцатилетнем опыте автора работе в частной разведывательной компании.

Книга будет интересна специалистам в сфере конкурентной разведки, информационной безопасности, сотрудникам правоохранительных органов и специальных служб, этическим хакерам, риск-менеджерам, журналистам и может быть использована в качестве учебного пособия в системе дополнительного образования по соответствующим направлениям.

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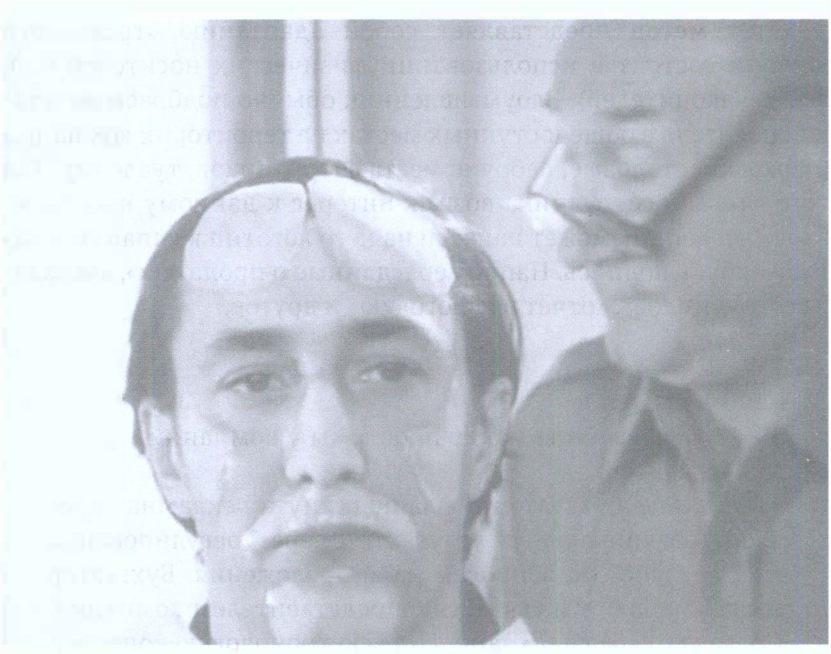
Pretexting (makeup and makeup)

From hacker literature

Pretexting is an attack using a premeditated plan, the essence of which is to introduce another subject. An extremely difficult method of deception, since it requires careful preparation.

Long before artificial intelligence technologies appeared that could change pictures, faces, objects online, makeup and make-up were used. It is worth noting that it is also used today, as it is a fairly simple technology to impersonate someone.

Let us recall the classic spy film "TASS is authorized to declare", where after the death of the American agent "Trianon", the KGB officers were forced to resort to make-up and makeup in order to "create a new Trianon" and force the American side to take the next step – to get in touch, where during the laying of the stone the diplomat was detained.



KGB officer make-up (frame from the film "TASS is authorized to declare" (directed by V. Fokin, 1984))

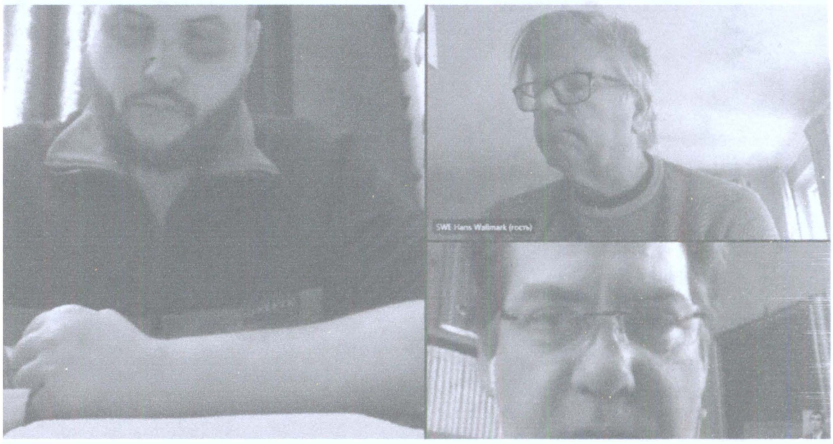
Still from the film "Gentlemen of Fortune" (directed by A. Sery, 1971), where under the cover of the external resemblance of the director of the kindergarten an infiltration was carried out with a criminal authority in order to obtain information about the stolen object

Classic spy technology is still used today, for example, during Vovan and Lexus' prank on the European Parliament cop[16] or when pranking the Swedish parliamenttariyas[17]

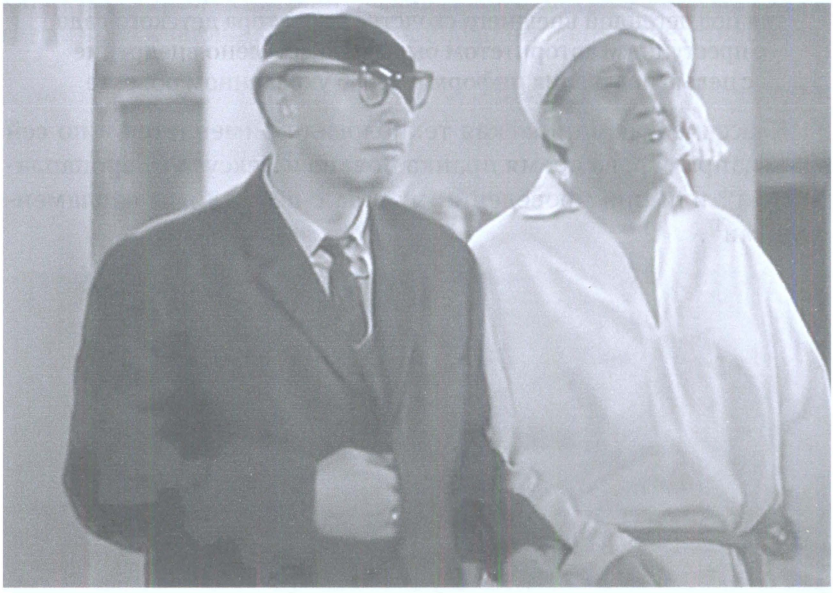
Fake Volkov Talks to MEPs

[16] **https://www.youtube. com/watch?v=RTtlz-alPfo**

[17] **https://www.youtube. com/watch?v=ZAhuFFTQiDU; https://www.youtube. com/watch?v=WM3LNPYYctk**



Pseudo-Volkov's communication with Swedish parliamentarians



Deaf-mute foreigner with an interpreter
(still from the film "Old Robbers" (directed by E. Ryazanov, 1972))

The COVID-19 pandemic has brought a new concept into our lives - remote work, which can be effectively used to obtain information via video communication, posing as a manager, client, partner, etc.

Fishinz

The application scheme is similar to the hacker one.

A pseudo-resource is created on the Internet, a clone of an authoritative one, with questions that interest you, and then the necessary target audience is driven to it.

Example

Task:*learn the specifics of labor relationsin a competitor's company, to identify dissatisfied employees.*

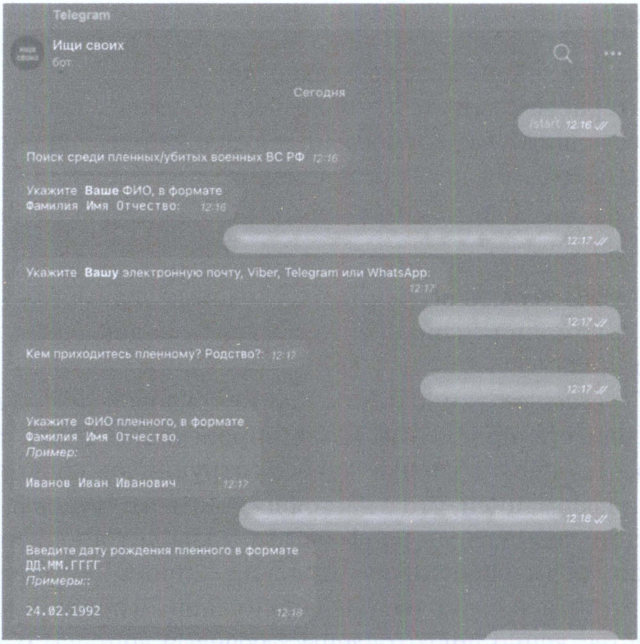
Solution:*creation of a pseudo-website of the labor inspection and the labor union. Then an e-mail is sent to the corporate addresses of the competitor's employees with the information that the labor inspectorate, together with the trade union, is currently conducting an anonymous survey among workers in the industry, with a request to take 2-3 minutes to fill out an "anonymous" form. The form naturally contains key questions about labor relations within the company.*

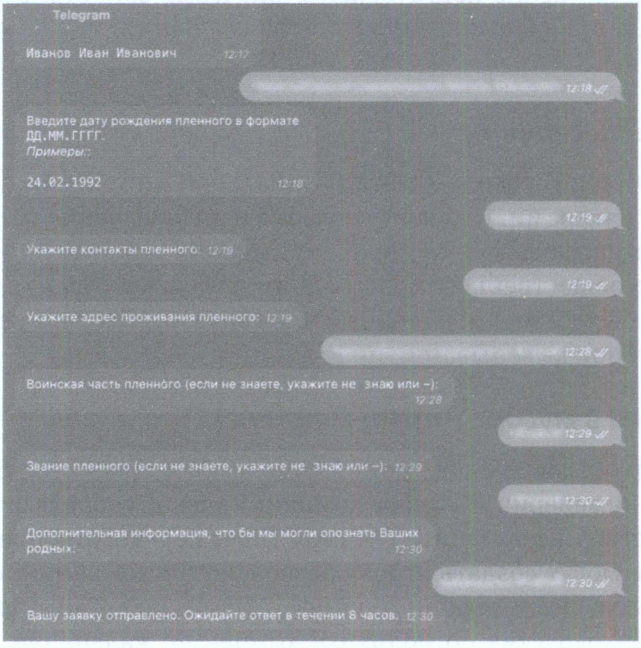
Shoulder surfing

Shoulder surfing is a social engineering technique used by hackers. Simply put, it is peeking from behind someone's back. It can be used to easily obtain passwords and logins for entering public places: cafes and restaurants, parks, and airport or train station waiting rooms. The same technique works for snooping around.

Trash Diving

This type of information gathering also refers to social engineering methods. A huge amount of information can be collected in a company's trash. The LAN Times listed items that can pose a threat to a company's security if they end up in the trash: phone books, organizational charts, management notes on company policy, calendars of meetings, events and vacations, system manuals, printouts of sensitive data or logins and passwords, source code





Fishing from IPSO during the implementation of the SVO in Ukraine

programs, diskettes and tapes, company letterheads, obsolete equipment[18]. It's for trash divingr at one time they kicked out one of the leaders of the SCIP society[19].

Photo source: https://yushchuk.livejournal.com/ 191 525.html

Example

The film Who Am I (directed by B. bo Odar, 2014) shows hackers searching for clues to use in a BND document dump.

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[18] *A plot from the film "Who am I" (directed by B. bo Odar,2014). An example is available at the link: ttps ://t.me/romanromachev/1 59*

[19] *Society of Competitive Intelligence Professionals.*

Example

An example of this situation is the so-called "garbage" scandal that occurred in the 90s of the last century.

Unilever employees (manufacturer of household chemicals) discovered that some men who did not look like beggars were rummaging through their garbage bins. The police arrived and found out that they were employees of a private detective agency hired by Procter and Gamble to find out the company's plans for promoting a new soap.

Since the mid-1980s, there has been a court ruling in the United States that says that digging through trash is not industrial espionage. The logic behind this decision is clear: a trash heap is a public place, and industrial espionage is illegal access to commercial secrets. If you have secrets, keep them to yourself, and don't throw them in the trash.

However, Procter and Gamble chose to admit its guilt in this situation and pay compensation to Unilever, deciding that such behavior of the hired people was contrary to ethical principles and harmed the company.

And what does Russian legislation say? Almost the same: any media containing information related to a secret protected by law (commercial, official, medical, legal, etc.) must be stored in a strictly guarded place, and access to them must be limited. By throwing away a piece of paper on which information related to a commercial secret is recorded, you are actually putting the document in the "open access". And the piece of paper itself, as your material asset, receives the legal status of ownerless.

Reverse Social Engineering

This type of obtaining information is aimed at creating a situation in which the source will be forced to turn to the intelligence officer for "help".

Example

Pinkerton National Detective Agency,
case "Renault Brothers Gang", 1866 z.

The Renault brothers' gang is notable for the fact that it was they who committed the first train robbery in US history. They broke into the safe of the Adams Express Company, which had already resorted to the help of Allan Pinkerton in the Maroni case. The transport company again used the services of agents.

An undercover detective, Dick Winscott (or Oates, according to other sources), arrived in the town where the gang was rumored to be based. According to various versions, it was Seymour or Rockford. He gave the name of John Brown, who allegedly escaped from the Springfield prison, where he was serving time for murder. Wanted ads were printed in local newspapers, which did not stop "Brown" from opening a tavern in the town. Reno's thugs began to frequent the fugitive criminal's establishment, and he easily won their favor. According to the most widespread version, during one of their drinking bouts, John Brown persuaded the bandits to take a group photograph as a keepsake, which he then sent to the Pinkerton agency. According to other information, the detective drew each of the bandits. However, immediately after this, the agent stopped communicating, and he was never found.

The images allowed seven members of the gang to be arrested in 1868, including the Renault brothers themselves. However, before the trial, a group of citizens attacked the prison and lynched the bandits. Only John Renault survived, and was later sentenced to 25 years in prison. There is a version that the lynchers were Pinkerton agents disguised as local residents. Perhaps they were taking revenge for the death of Dick Winscott.

Tailgate

A social engineering technique in which someone without proper authentication follows a trusted employee into a restricted area. The spy may give himself away

for the delivery driver and wait outside the building to start work. When the company employee opens the door, the attacker asks the employee to hold the door, thereby gaining access to the building. Often used by criminals when entering the entrance of a residential building for someone.

Example

From the experience of R-Techno

Task. **Find out the real location of the computerresearch institute, which was actively hidden.**

During the initial collection of information, it was possible to establish that the company was hiding in one of the business centers, renting an office under a false name. Access to the business center is by appointment after receiving a pass. Moreover, each of them has the same checkpoint system using electronic cards. The task of the intelligence officers from R-Techno was to establish the exact location of the company, that is, it was necessary to get inside and make sure that the specified persons, representatives of the wanted legal entity, were actually there. They decided to use the "back door" method to confirm information about the company. It was established that another company was located in the same place, which supplies light industry goods (clothing) from the USA. Under the guise of a potential buyer, they managed to get into the business center, examine the required floor and confirm the presence of the specified persons in the supposed premises.

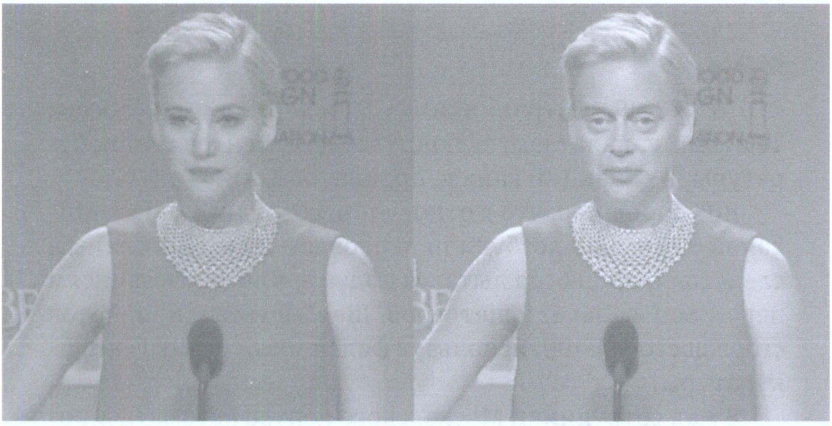
Future Technologies in Social Engineering

Deepfake

Deepfake is an artificial intelligence technology that, through training, is able to create fake pictures, images, videos. It is used to connect and superimpose existing images and videos onto the original images or videos. It is the perfect deception technology.

With its help, you can establish a video connection with the source and pretend to be his manager, partner, colleague, friend, and by deception obtain the necessary information.

Deepfake is popular in information operations, creating compromising videos. Modern algorithms allow to recreate the necessary image so much that not everyone can understand that they are being misled.



Deepfake in action

Criminal methods of social engineering and

Knowing the main types of criminal social engineering methods will help you avoid using them and will increase your vigilance and security if these technologies are used against you. Once again, I would like to repeat - private intelligence uses only legal methods of obtaining information in its arsenal.

Forgery of documents

Case 1

01 . 1 1 . 2021 . The FSB has identified the "detectives" who tracked the billings of Navalny's possible poisoners. Special services officers have found three private "detectives"

who helped Navalny reveal the names of his possible poisoners. They turned out to be Pyotr Katkov, Aleksandr Zelentsov and Igor Zaitsev. This was reported by Baza. To check the numbers, they used the naivety of the managers of the communication shops who gave them the data

Source: **https://www.znak.com/202 l -1 1-0l/Baza_ v_fsb_calculated_detektivov_otsledivshih_bill_ingi_ potential_naval_poisoners**

Case 2

05/10/2019. FSB officers detained the producer Telegram channel Mash for falsifying documents from the Prosecutor General's Office. The channel's editorial office was searched.

RBC reported that a criminal case was opened against Mash employee Mikhail Kubimov. According to the investigation, the producer tried to gain access to recordings of conversations between Sheremetyevo air traffic controllers and the pilots of the burned SSJ-100 using a fake form from the Prosecutor General's Office.

On May 8, employees of the Moscow Center for Automated Air Traffic Control reported a suspicious request to the police: the dispatch service received an email with a request to grant access to negotiations. The center's security services asked the sender to appear in person, and soon a man came to them with a fake form. A case was opened under the article "Use of a knowingly forged document", the maximum punishment is six months of arrest or correctional labor.

Source: **https://newtimes.ru/articles/detail/180370**

Case Z

The Ministry of Internal Affairs conducted searches in the office of the consulting firm OOO Kholme. Its employees are suspected of posing as police officers and officials of various federal agencies and sending out

requests to government agencies for various confidential information. They sold it to the security services of large companies and banks, personnel and collection agencies, and private individuals.

The Kholme LLC, based in Kolomna, Moscow Region, came under operational development in January 2012. By that time, the Main Directorate for Economic Security and Anti-Corruption (GUEBiPK) of the Ministry of Internal Affairs was literally inundated with letters from the Federal Tax Service, the Federal Migration Service, the Ministry of Foreign Affairs, the Ministry of Defense, and other Russian government agencies. These were responses to requests and instructions that, as the texts indicated, were sent to them by the Ministry of Internal Affairs. An investigation showed, however, that the police department had not sent out such requests.

As a result of operational investigative measures, it was established that this was done by employees of Holme LLC. At the request of representatives of commercial structures who contacted them, they sent false requests to government agencies demanding that they provide data on legal entities and individuals. As GUEBiPK operatives established, the request with forged seals and signatures was sent by fax on the letterhead of one or another agency, where its official address and telephone numbers were indicated. However, at the end of the document, another fax number was always indicated - 8 (495) 978-41-95, to which they asked to send a response "due to urgency." As detectives note, all calls to this number were initially sent to the Baltics, and from there they were forwarded to Russia.

For credibility, the employees of OOO Kholme duplicated each written request with a phone call to the relevant organization. They introduced themselves as officials of the Main Directorate of Economic Security and Combating Corruption, the Main Directorates of the Ministry of Internal Affairs of Russia for Moscow and the Moscow Region, and other structures and, citing urgency, asked that a response be sent to the fax number they indicated. According to the detectives, the group members were well informed not only about the staffing structure and composition of the management of the central apparatus and divisions of the Ministry of Internal Affairs of Russia,

but also about the methods of work of the police department. There were about ten people on the staff of the LLC. The men played the role of operatives of the Ministry of Internal Affairs, and the girls usually introduced themselves as employees of the Federal State Statistics Service of the Russian Federation, the Pension Fund or cellular companies. At the same time, each of them had a memo with professional terms and how to properly conduct a dialogue with representatives of a particular organization.

During the search of the office of OOO Kholme, the police seized system units and servers containing several thousand electronic files of forged documents with the details of internal affairs agencies and other government agencies, requests prepared for sending, as well as instructions for call center employees, which indicated who to call, who to introduce themselves as, and how to conduct a conversation. In addition, from the discovered "black" accounting it followed that the company's annual turnover was about 100 million rubles. Prices for services varied from 5 thousand rubles to establish or verify a person's passport data, to tens of thousands - for detailed information about the company, its contacts, annual turnover, staff, etc.

During interrogation, Holmes employees, including CEO Oleg Kashubsky, stated that they only engage in activities permitted by law. And the counterfeit documents and seals found in the office allegedly came as a complete surprise to them. According to the version put forward by the businessmen, one of their colleagues most likely "was acting arbitrarily." A criminal case was opened under Part 4 of Article 183 of the Criminal Code of the Russian Federation (illegal receipt and disclosure of information constituting a commercial, tax, and banking secret).

Source:https://www.kommersant.ru/doc-y/2032076

Case 4

A fraudster has been detained in Moscow who, posing as an assistant to the chairman of the State Duma Committee on Security, filed fake parliamentary inquiries

and sent them to government agencies. During searches, counterfeit State Duma forms and seals were confiscated from the suspect, a resident of the Moscow region.

It was established that the fraudster sent fake requests to the Chamber of Commerce and Industry, the Federal Space Agency, the property department, land resources and other departments, asking for assistance in reviewing the results of the competition, drawing up lease agreements, technical documents. As a fee, he demanded a certain percentage of the transaction amount from the customer. For assistance in drawing up one request alone, the fraudster was to receive a reward of almost 500 million rubles.

The Main Investigation Department of the Main Directorate of Internal Affairs of Moscow has opened a criminal case under two articles of the Criminal Code of the Russian Federation: "preparation for a crime" and "fraud". The suspect is currently under arrest, and the necessary investigative measures are being taken against him. Investigators do not rule out that the fraudster may have been assisted by some officials.

Source: https://regions.ru/news/2149331/

Bribe

Case 1

In Moscow, nine police officers from the Maryino and Kuzminki police departments were detained, suspected of receiving bribes on an especially large scale (Part 6, Article 290 of the Criminal Code of the Russian Federation).

Presumably, from 2013 to 2018, they transmitted information about the deaths of residents to the funeral services provider Obukhov.

For this, Obukhov allegedly transferred 1.8 billion rubles to the head of the law enforcement group over the course of five years. He, in turn, distributed the bribe among his subordinates.

Source: https://mgimo.ru/people/sushentsov/

Fraud

Case 1

79-year-old resident of St. Petersburg sold her apartment and gave all the money to an "FSB employee"

A trusting St. Petersburg resident sold her apartment and gave all the money to scammers who introduced themselves to her as FSB officers. The 79-year-old woman, who at such an advanced age works as a painter, received a call at the end of October from "representatives of the special services" who warned her about loans allegedly taken out in her name and told her how to avoid financial losses.

In order to prevent the crime and detain the fraudsters, according to the "FSB employee," it was necessary to carry out a fictitious purchase and sale transaction for the St. Petersburg resident's apartment, a source told KP-Petersburg.

The elderly woman agreed, sold the apartment, and then withdrew the entire amount received from the bank account - 6,800,000 rubles. Then, following the instructions, she put everything in a bag and hung it on a street bench indicated by the "operative". Through the window, she saw how a man of average height in a medical mask and sneakers took the bag.

Only two weeks later the woman realized that she had been scammed and went to the police. Now the scammers "from the FSB" are being sought.

Source: **https://www.spb.kp.ru/online/news/4522640/**

How to counteract social engineering

You can counteract social engineering only when you realize that your interlocutor is using manipulative techniques in communication.

Break the script

Any attack using social engineering methods is always a clearly constructed script, an algorithm of sequential actions.

Any programmer will answer the question "how to break a script?" by sending the program along an unplanned scenario.

Social engineering is always a dialogue between a person and a person, whether it is direct communication face to face, via telephone, or between them a phishing site acting as a communicator. In all these cases, the script can be broken by asking an unexpected, idiotic, stupid question to the interlocutor attacking you, or by answering his question in an unexpected way, or by giving out unexpected information.

Example

SI.*Petrovich asked me to send the last one to my email. the organization's financial report.*

You.*Wait, I want to ask your opinion,I'm planning to fly to the Maldives on holiday. Should I take a fur coat there?*

Example

SI.*What are the financial indicators for the lastIs your organization's period even?*

You.*I have a cat, do you have a pet?*

All this throws off the interlocutor's psychological mood, puts him into a stupor. Don't be afraid and don't be embarrassed to look like a "fool" in the eyes of your interlocutor, it's much worse to look like an idiot realizing that you've been deceived!

Buy time

This is one of the best methods to escape from an attack. When the social engineer has given his legend and voiced the demands for information, you can tell him: "Sorry, but I can't talk now, call back in an hour."

The time gained should be spent on rechecking the interlocutor's legend. Call the people he referred to, search for information on the Internet, etc. Report the call or conversation to the appropriate corporate departments (security service).

Refer to incompetence

Pretending to be an ignorant person who doesn't know the answers to the questions asked is also a good way to get out of the manipulation: "Sorry, but I don't have this information."

In this case, even if you played it safe and did not give the required information to the interlocutor who caused mistrust, and then your manager expressed dissatisfaction with this, then you will always be able to explain with reasons that this interlocutor caused me to distrust, as a result of which I was forced to refuse him under the pretext of incompetence in this matter.

Logistics support for operations using social engineering

Budget

When making contact, especially if it is done in person - at a conference, exhibition - it is always worth planning additional "representative expenses" for a cafe, restaurant, possibly a gift. Ideally, these funds should be in cash, so as not to leave digital traces, or when paying with a card, not to reveal your real name, indicated on it, to your interlocutor.

Cover documents

Very often, the person you are talking to on the phone asks you to send a request for information to a corporate email address. To do this, you must always have the form of the fake organization with the request text at hand.

Communication channels

Sim card

Until the end of 2021, it was possible to buy a "fake" SIM card registered to a legal entity or a fake person on any market in Russia. This was very convenient for creating a legend and contacting a source. However, by the end of 2021, the situation with the circulation of "gray, fake" SIM cards had become more stringent. Through the Gosuslugi portal, everyone is required to confirm

t) HR OFFICER

OOO "HR 21st Century"
(branch in Moscow)

Address: 109012 Moscow, st. Ilyinka, 318, building 5 Taxpayer
Identification Number: 7904076831/KPP: 790401001

Good afternoon !

Our agency is currently considering the candidacy of Ivanov Ivan Ivanovich, born 01.01. 1965, for a managerial position. Mr. Ivanov indicated in his resume that from January 2010 to August 2013 he held the position of chief engineer for the operation of real estate objects of the Branch "MSK City-2070".

The recruitment agency "HR 21st Century" asks you to provide recommendations regarding Mr. Ivanov.

If possible, we ask you to answer the following questions:

- **How competent were you in the field in which you worked?**
- **How many people were under Ivan Ivanovich's command?**
- **How do you rate his qualities as a leader? Was he loyal/ strict with his subordinates?**
- **How do you rate his attitude to work, achievements?**
- **What human qualities and character traits of Ivanov could you note - punctual, sociable, etc.?**

- **Did he experience difficult situations or conflicts at work?**
- **Do you know the reason for his leaving the company?**

Thank you in advance for your reply.

HR specialist Semenova L.V.

17.05.2021

their corporate SIM cards and link them to their passport data. It is unknown how the situation will change in reality, you need to wait. But it is always worth remembering that the streets are full of informal individuals, homeless people, beggars, alcoholics who are ready to register a SIM card for themselves for a small amount of money.

E-mail l

For feedback it is always necessary to have an e-mail, especially if you send a scanned copy of the request by fax or e-mail. The e-mail address should not reflect the last name, first name, company name, department name so that the opponent has as few questions as possible, including difficulties in entering the e-mail address, i.e. sidoroff_ivan_roga_i_kopata_246056_hr@gma il.com is clearly not suitable for these purposes.

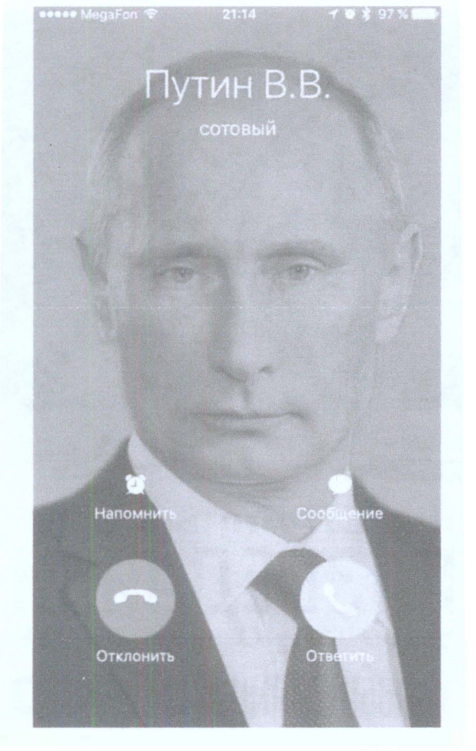
Recording of dialogue

It is extremely important to clearly put the information you have received down on paper. You should not rely only on your memory. After all, a dialogue during which your interlocutor will lay out a large amount of important information, facts, figures that need to be recorded, can last quite a long time. Therefore, it is extremely important to take care of the methods of recording the conversation: use a voice recorder or special programs for a mobile phone, for example, "Call Recorder". The installed program must be tested, both on a short call and on a long one. During a "combat" call, nothing should fail.

Entry in phone books

GetContact

If you need to call the other person on their personal mobile phone number, then it is logical that when you call, if they use caller ID programs like GetContact, their phone number is immediately identified in accordance with the legend - “Full name + company name”, etc. To do this, when preparing for the operation, you need to enter the number into the appropriate programs.



Internet meme "call from the President"

USE OF AUXILIARY AIDS TO EXTRACT INFORMATION

Alcohol

What's on a sober man's mind is on a drunk man's tongue

Drinking alcohol with a source is a traditional method in the intelligence officer's arsenal. Alcohol dulls vigilance, and in fact, like social engineering, it turns off the mind. A drunk person has a hard time controlling his speech, and in emotional outbursts he is capable of giving out everything that has accumulated in his soul. But there is an important nuance: the intelligence officer must drink on par with his interlocutor, but at the same time remain soberer than him.

Soviet poster

Example

There is a well-known case that occurred at the end of the USSR, when CIA and FBI officers came across a Soviet intelligence officer working in the USA. He was a former professional athlete, a master of sports in volleyball, and at the same time he was not at all averse to alcohol.

The decisive meeting took place in one of the restaurants in Washington state, on the banks of the Potomac River. The American intelligence officers, who had serious support,

cooking, for several hours they unsuccessfully tried to get the Soviet spy drunk, but he did not give in. The end of the alcoholic confrontation was completely unexpected - the American spy had had so much to drink that he began sharing the details of his mission with the visitors sitting at the next table.

The CIA's Analytical Department, who were stationed nearby, observed this scene, and very soon the would-be spy, who had become talkative under the influence of alcohol fumes, found himself on the outskirts of the world, in the residency of the Republic of Guyana. He was not fired only because training specialists for foreign intelligence was too expensive and time-consuming. The Soviet agent also suffered - he was sent to Cuba, supposedly to provide a report on the work done. In Havana, the former athlete was arrested for connections with American intelligence, but they could not find any serious evidence of treason, except for the fact of betrayal. The spy was released, but, just in case, he was fired from the authorities.

Example

- Good health to you. Help yourself, your honor. Char
How wine will add wisdom! What kind of palace is this? And why is it empty?

- This, servant, is the evil spirit that has raised everyone from the palace.

drove.

- Oh really?

- He flies in every night.

- Is it arriving?

- Yes, it makes noise, dances. It doesn't give a break to the old one, not even a little one. And the king bought them off with the treasury.

From the cartoon "The Tale of a Soldier"

(from 6th to 7th minute)

(directed by V. Brumberg, Z. Brumberg, 1948)

Cigarettes, cigars, hookah

Have you noticed that a large number of security service employees are smokers? No wonder, this habit helps in professional terms: during a smoke break in the smoking room, informal communication takes place, employees are relaxed, talkative and this is a great moment for collecting information. Just like all sorts of clubs for cigar or pipe lovers, hookah bars are a great place for communication if the source of information is a smoker.

THE PRINCIPLE OF THE "RECLINING STONE" IN HUMI NT

There has long been a debate among experts about what is a HUMNT and what is not. And one of the controversial points is precisely the "random receipt of information".

Example 1

You are riding on a packed bus. The person standing next to you starts discussing with his friend the problems of his company, which is currently under development:

- Petrovich, things have become really tough at work, ru

The manager has already been delaying salaries for a month, there are a lot of layoffs, and some of the tasks from the laid-off people are being shifted to the workers, they are loading us up completely.

- Mikhalych, then you should change your job.

- It's not that simple. I have a mortgage, my special- the sector is very narrow, it's hard to find a job quickly, and I have a family, children...

- Yeah...

example 2

On Friday evening, you came to a bar located near the office of the company that is the target of your development at the moment. You sat down at a table and drank beer. Several people sat at the next table (as it turned out later, employees of that very company) and started talking:

- Vasya, did Petrovich give you a raise?

- Petrovich, you parasite, you've been dynamite me for the third month, promises to be here any minute now...

- Yes, a bad wave has started in the Nizhny Novgorod financial center. Liale, there is a delay in wages, a couple of people were fired.

- Yes, I heard, and our boss bought a new one. "Gelding".

- What a bourgeois!

- I also heard that he took his mistress to the Maldives!

Which of these examples is considered HUMINT, or maybe both? After all, in both cases the information was received directly from people. The author's opinion is quite obvious: the first example is not a HUMINT operation, since you were driving on your way from point A to point B, and you got lucky - you heard the information. However, it should not be ruled out that it was slipped to you! Since no steps were taken to obtain information, a program of activities was not created - this is not HUMINT, but after checking its authenticity it can be used, since it is stupid to refuse something that is coming into your hands. But we must not forget that "there is no such thing as a free lunch", so we check and double-check!

The second example is a pure HUMINT operation: the location of the object of intelligence interest was studied, the daily routine of the managers, it was taken into account that on Friday

In the evening, some of them go to a nearby bar. That's where we went, hoping to get information, and we got it. This is HUMINT! This method, described earlier, refers to a social engineering technique called "Shoulder Surfing".

Example z

You arrived at the place where the object of intelligence interest lives - Zhanna Petrova, registered address: ul. Ivanova, 5, apt. 225 - but you were unlucky, you were unable to meet someone who could provide information. However, when visiting the entrance, you saw inscriptions on the wall, telling that a certain woman, not distinguished by her chaste behavior, lives in apartment 225.

What is this? HUMINT or something else? Let's figure it out: 1) a survey legend was developed;

2) a visit to the site was made, but unfortunately, no sources of information were found;

3) the inscription on the wall was recorded.

There are clearly planned actions, with quite a successful result!

We saw a point of view, a review, most likely about our subject. That is, a specific person expressed his opinion about our object. This is definitely HUMINT. Based on the results of such a visit, it is possible to understand that the subject MAY have:

1) hot unrequited love;

2) secret envious people, enemies;

3) creditors;

4) “night work”, etc.

Remember: "no water flows under a lying stone", the probability of accidentally stumbling upon information is extremely small, however, "he who seeks will always find"!

INFORMATION MANIPULATION

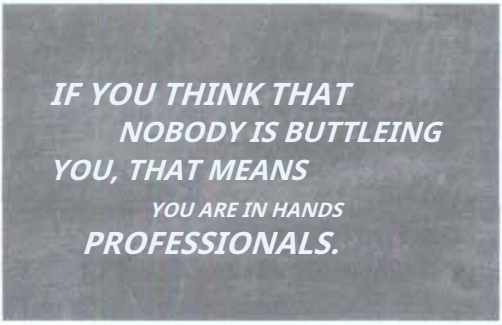
- Do you want me to tell you the truth?
- Thank you, I have my own.

Manipulation is a hidden psychological influence, in which the object of manipulation performs the actions needed

manipulator as if of his own free will. Any manipulation is thus characterized by an implicit provocation of action and a hidden nature of the true goal.

Manipulation has its own legend and scenario. The image of communication declared by the manipulator is a legend that is created to control the behavior of the object according to the scenario set by the manipulator.

The script line, as a rule, assumes the most natural, stereotypical reaction of a person: when he is threatened with something, he usually experiences fear, when he is praised and given compliments, he gets pleasure, when his pride is hurt, he gets excited and defends himself.



Internet meme

The basic principles of the Information Manipulation Theory (IMT) were formulated by Stephen McCornack, a specialist in interpersonal communication. In 1992, he published articles that are considered fundamental in the theory of information manipulation. In them, he laid out the foundations for studying the phenomenon of creating and transmitting deceptive messages.

Let us highlight the main types of information manipulation.

Half-truth

Half-truth is the most effective type of manipulation, based on the presentation by the manipulator of predominantly reliable information and on the use of confirmed facts in the overall picture of events that inspire confidence. At the same time, false information is woven into the fabric of reliable information.

statements with imprecise and vague wording, distortion of reliable facts using value judgments.

Since the first impression of reliable information causes general trust in the presentation, the accompanying unreliable content, false statements and assessment of facts are perceived in a positive context, uncritically.

Example

- Three tape recorders, three foreign movie cameras, three domestic cigarette cases, a suede jacket... three...

From the film "Ivan Vasilyevich changes his profession"
(dir. L. Gaidai, 1973)

Was there a theft? Yes. Was the movie camera stolen? Yes. Was the domestic cigarette case stolen? Yes. Was the suede jacket stolen? Yes.

Hiding some information

This is a common method of manipulation based on fragmentary provision of information and concealment of its significant part. As a rule, the part of the information provided is beneficial to the manipulator.

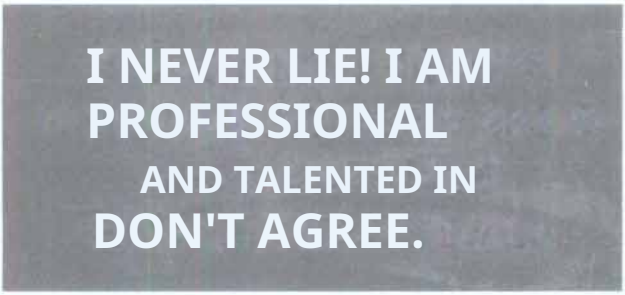
In essence, such a presentation does not contain direct falsification of facts; fragments of information correspond to reality, but in general, the description of the event and circumstances turns out to be unreliable.

In this case, the manipulator can deny the fact of the false statement, since he did not actually lie and, if necessary, can supplement the missing fragments of information for his rehabilitation.

Example

- What is snow?
- Do you see this black lump of dirt?
- Yes.
- Well, the snow doesn't look like it at all!

Quote from the film "Miracles on Bends" (dir. L. Latham, R. Taylor, 1990-1991)

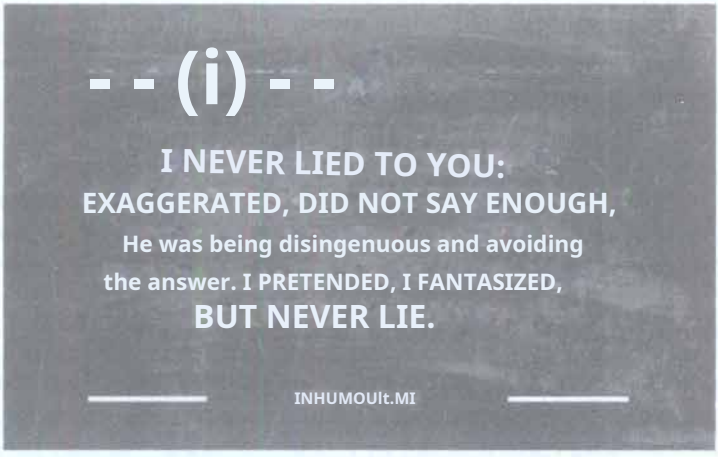


Internet meme

Distortion of the picture of events

In the description of events, some circumstances are defined by the manipulator as more significant and influential, others - less. Thus, the manipulator changes the picture of events in a way that is beneficial to him.

Psychologist F. Butler proposed a simple version of externally objective two-sided argumentation: he advised to bring the strongest, most convincing arguments in favor of one's position, and the weakest in favor of the other side. In this way, one can demonstrate the inconsistency of any opponent, any theory. One can also compare obviously unequal categories. Non-specialists will not even notice this.


- - (i) - -
I NEVER LIED TO YOU:
EXAGGERATED, DID NOT SAY ENOUGH,
He was being disingenuous and avoiding
the answer. I PRETENDED, I FANTASIZED,
BUT NEVER LIE.
INHUMOUlt.MI

Internet meme

Distortion of facts

Distortion of facts — change in assessments of facts and their interrelations in certain events. The facts themselves are not denied, but according to the manipulator's scenario, the assessment of their role and significance in the context of events changes. Thus, in the description of circumstances, the cause-and-effect relationships and the general meaning of the event change.

Attention is drawn only to those facts that are beneficial to the manipulator. Undesirable facts are not mentioned. Information is presented in accordance with the legend, from a certain angle.

This all happened because it was impossible to offend Russia, including our athletes. It is not for nothing that our anthem sings that God protects our land.

***Svetlana Khorkina,*Olympic champion, on the postponement of the 2020 Olympic Games due to COVID-19 9**

Turning over

The manipulator declares a change in the assessments of related factors to the opposite, a false designation of significant circumstances as insignificant and vice versa. Reversal is used to conceal the real goal and designate an insignificant circumstance as the goal.

Humorist writer Jerzy Lec wrote about this:

Never change the truth! Change the truth!

One example of this can be goal substitution: when one's own interest is presented as the interest of another person. An example of goal substitution is how Tom Sawyer painted the fence in Mark Twain's famous work ("Painting a fence is cool").

Disorientation/talking down the issue

The manipulator loads the conversation with discussion of various issues not directly related to the topic of the conversation. This is used to distract the interlocutor from the essence of the topic in order to prevent the achievement of a constructive result of the conversation.

The manipulator forces the conversation to include details, secondary and insignificant circumstances, imprecise and vague formulations of the discussed provisions, which take up all the resources of the interlocutor.

Creating the required conclusions

A person tends to trust his own thoughts and conclusions that he has made himself, especially if his rational reasoning is accompanied by sensory positive confirmation.

In order to direct a person's thinking in a given direction, the manipulator offers not the conclusions themselves, but facts and circumstances that prompt the necessary thoughts and conclusions. The facts and circumstances are selected in such a way that they look logical and do not contradict the meaning of the significant information that the person knows at the moment. Moreover, the manipulator can communicate them personally in a conversation, or organize their delivery from a seemingly independent source. In this form of communication, the manipulator avoids direct pressure on his interlocutor, conducting indirect, unobtrusive influence.

Creating a non-existent picture

When manipulation requires the creation of an image of real events, facts and circumstances from real events are usually transferred to the legendary picture, which creates the appearance of authenticity. At the same time, characteristic details that accompany the events in the created image are necessarily included in the picture. The presence of details creates a full-fledged image of the picture of events that inspires confidence.

Disguise

Masking involves concealing some essential information with the help of other, unimportant information. It is used in the form of “information noise”, i.e., the submission of messages along with the concealed information that distract attention from the essential information or cover it with a massive flow of masking messages, so that it becomes difficult or impossible to identify the essential information.

There are four main types of camouflage.

- ***Masking a significant lie with an unimportant lie:*** *message talks about anything, but nothing true.*
- ***Disguising an essential truth with an unimportant lie.*** *An example of such disguise is the use of various kinds of false cover expressions along with expressions that speak of the actual state of affairs. For example, the use of the expression "an exercise was conducted" (an insignificant lie) along with the expression "an act of terrorism was committed" (an essential truth), or instead of "the army destroyed the people" (an essential truth) - the expression "the army fulfilled its professional duty", etc.*
- ***Disguising a significant lie with an unimportant truth.*** *An example of such disguise is an attempt to justify a lie by referring to someone's indisputable but irrelevant authority, to the opinion of the crowd, etc. Another example is the use of cover words in expressions such as "There is no military coup (an essential lie), but simply a planned movement of troops (an insignificant truth)."*

- ***Masking the essential truth with the unimportant truth.*** *This type of camouflage is especially often usedin science, literature and art with the aim of concealing plagiarism or the insignificance of independently obtained results by piling up well-known facts, making numerous insignificant corrections to a particular text, rearranging the text, etc.*

Falsification of information

Falsification is the transmission of outright misinformation about a topical issue to recipients. It includes false statements and refutations, the creation of false facts, documents, claims citing non-existent sources, and other forms of disinformation.

Usually, falsification of information is used when it is impossible to achieve the goal of manipulation by omission or half-truth. In this case, the manipulator not only conceals reliable information, but also presents false information as true. The real state of affairs is hidden, and the interlocutor is given deliberately false information.

Changing the context

Real facts are transferred to the framework of another context, which makes it possible to retain in the memory of information consumers many small details related to this story, creating the illusion of the truthfulness of the story. There is no need to make up something and specially remember it.

Example

You and a friend went fishing, and told your wife that you were repairing a car in a friend's garage. Well, you really were repairing a car, just two weeks ago. When you come home, you tell your wife how you spent the whole day repairing the car. Your story contains many small details that you don't even have to invent, you just need to remember. Your wife has a complete illusion of the truthfulness of the story.

PRIMARY PROCESSING OF INFORMATION

Accurate recording of messages (including archiving system)

"Van Deman taught me the art of subversion," Combs said years later. "You have to read with a pad in your hand, summarize everything, and then start your own file. . . . You can't hand that job over to a secretary. Do it yourself. And it will become your knowledge-resource. After some time you will command everyone.

Richard Ellis Combs on Ralph Henry Van Deman (VAND)

Before you start analyzing information, you need to receive it and somehow save it. At the same time, you must not forget that the information is affected by the source itself, the transmission channel, the recipient, and the storage features. Therefore, it is extremely important to ensure that during all actions before it reaches the analyst, the information is not subject to any changes, even minor ones, including at the stage of receipt, storage, and retrieval from storage.

In other words, the information received must be recorded and saved in its original form, with all its attributes. Knowledge of the attributes of information will be needed to check its reliability, understand the motives for generating and transmitting it to you, and to predict trends in the development of the situation. Then you can work with the information: interpret, compare, connect, but the original material must still remain unchanged.

Archiving is nothing more than storing the data obtained. Archiving, of course, must be done in such a way that the necessary data can be quickly found. It is most convenient to do this in a DBMS, but not every management program is suitable for this. High-quality implementation of this stage will allow you to subsequently make well-founded conclusions about the author, editorial board, publisher, etc.

Example

- What exactly did she say? Repeat it word for word.
- She said, "Tell Duke that's what he's waiting for.

From the film "Nothing is LUCKY•
(directed by T. GilroQ, 2009)

Fixing message attributes

To evaluate information and further work with it, it is necessary to understand when, from whom and how this information was received. These are attributes of information that characterize it according to various features. There can be many attributes, but there are those that are always necessary.

Suppose a database is created based on messages from HUMINT sources.

Required information attributes:

- **source type;**
- **Full name of the source;**
- **company (organization), position;**
- **level of competence of the source;**
- **reliability of information;**

• date of receipt;

• type of message (personal opinion, rumor, report, etc.);

• the message itself.

There may also be other (specific) attributes necessary to solve certain problems. For example:

• at what time the information was received (hour, minutes, not just date);

• when it was entered into the archive;

• who received the information, etc.

Let us try to identify the main attributes of information in the given text.

Event

We work for the company "Khvosty-Lux".
Client Relations Manager of the organization "Khvosty-Lux" Petrov I.I. reported:
"At the exhibition "Agricultural Technologies" held yesterday (13.03.2021), I met with a representative of our supplier, an employee of the company "Hooves and Tails" Smirnov, who reported that our competitor "Horns of the 21st Century" had increased at they purchase raw materials in approximately 2 times!"

You should get the following:

• source type - internal;

*• Source's full name - Petrov **I.I.;***

• company (organization), position - "Khvosty-Lux", customer service manager;

• the level of competence of the source is high;

• reliability of information - average (requires double-checking with third-party sources);

• date of receipt - 03/14/2021;

• message type - message about a competitor;

• message - the text of the message itself.

*Please note that for the intelligence unit of the Khvosty-Lux company, the source of information is internal - an employee of the organization, Petrov.**I.I.,** and not Smirnov - an employee of the supplier company. If the intelligence unit employees had gotten up from their chairs, gone to the exhibition and talked to Smirnov, then Smirnov would have been the source of the information.*

Before studying any information, it is necessary to identify its attributes, since they easily determine the value (importance) of messages and, based on this, a conclusion is made about the need to respond to the information, or whether it can be ignored.

Identification of additional data (if possible)

When receiving any message, additional questions usually arise related to its content. For example, a mention of an unknown object, event, properties or something else. In such cases, it is necessary (if possible, of course) to ask additional questions and somehow comment on the information received. This comment becomes an additional attribute of the information, but the original text of the message must remain unchanged. Such a comment has two directions:

• finding out additional information from the source;
• obtaining additional information from other sources. Take the message above and identify the points that are unclear to you, and formulate questions. Imagine that you are studying the market situation, and this article is your first information block. When identifying unclear points, rely on your own experience - what you personally do not understand.

Approximate list of possible questions:

• what is the company "Hooves and Tails", what is its position in the market, who is the owner?
• What other raw material suppliers does the company have?
• who is Smirnov? etc. etc.

Next, determine where you can get information on the questions you have compiled. Who can tell you about the situation you are interested in? Interview Petrov, let him tell you his vision of this situation. Use the services of experts in this field and open source resources, including the Internet.

Presentation without distortion or extraction of meaning

Quite important in working with texts is the ability to convey the meaning of the message without distortion. If the source has the ability to convey an exact copy of the text - great.

But more often it happens that you need to compress the contents of several pages into several phrases or remember their contents, and not everyone has such a phenomenal memory.

In this case, the method of understanding the content comes to the rescue, i.e. identifying indisputable facts from the text, putting forward hypotheses that can be confirmed by the text and assumptions about the impossible, also based on the text.

To simplify the meaning of what has been said, we see that the recipient of information must substantiate his opinion (hypothesis) only by means of the signals (supports) present in the text, or simply not go beyond the boundaries outlined by the text in his judgments, and not interpret.

For example, you heard part of a conversation - just one remark. What can you say based on this remark?

• by timbre of voice - the gender of the speaker;

• perhaps his age and mood;

• possibly the reason for the conversation;

• and with a high degree of probability, what was discussed. The main thing is that all conclusions are substantiated, i.e. have support in what was heard. It is impossible to state without any basis, for example, that the speaker is not a local - if you assert this, then you have noted a peculiarity of pronunciation (accent), if the accent is not noticed - no hypotheses and especially no conclusions.

Try working with the text above by answering the questions given.

• In whose interests did Petrov act?

• In whose interests did Smirnov act?

• Main objects (participants) or who (what) the publication is about?

• What is the message about?

• The relationship of the source to the object, event or problem. Try to select reference signals:

• stamps;

• non-existent words;

• exotic;

• professional slang;

• scientific vocabulary;

• street slang;

• previously used formation (quote).

In this way it is convenient to study direct speech, for example, to establish authorship (recording of a conversation, speech,

interviews, etc.). Any text is studied in approximately the same way, with the only difference being that other signals - linguistic ones - must also be used in texts. To simplify understanding, you need to digress a little. Consider the text being studied not as a work of someone's creativity, but as a simple set of symbols. With this approach, the following can be attributed to signals:

- **the meaning of individual words;**
- **features of the connection of words (phrases and word formations);**
- **order of words;**
- **punctuation marks.**

Any other signals are a manifestation of the reader's personality, and in no way the text being studied.

Signal options

(for all types of OSINT and HUMINT messages)

1 . Meanings of individual words:

- **meaning of the word (for example, in accordance with Ozhegov's dictionary);**
- **type of word (cliché, non-existent word, bookish, exotic);**
- **lexical affiliation (professional slang, scientific vocabulary, street slang...).**

2. Connecting words:

- **previously used formation (quote);**
- **normal or unusual combination of words;**
- **rhymed or not.**

3. Word order:

- **correct syntax (word order), as in the textbook;**
- **incorrect (it is important to understand this incorrectness).**

4. Punctuation marks:

- **presence of pauses;**
- **drawing attention to a word, phrase or combination of words;**
- **incompleteness.**

It is important to first see this signal and then understand it. Remember that any message consists of the following elements: the source of information, the subject of the message, the person to whom the message is addressed, the text of the message and you - the one who analyzes the message. And only by working through all these elements will you be able to qualitatively study the data received.

Preprocessing a text message in Text Mining

Text Mining (TM) is the process of extracting knowledge from unstructured text.

Removing stop words

Words that provide little information about the content of the document. For example, “so I know), “besides that, >)”, etc.

Stemming

Stemming (English stemming - to find the origin) is the process of finding the stem for a given source word, transforming the word to its normal form. For example, "compression, compressed→compress>).

Correction of the register

Text, TEXT→text.

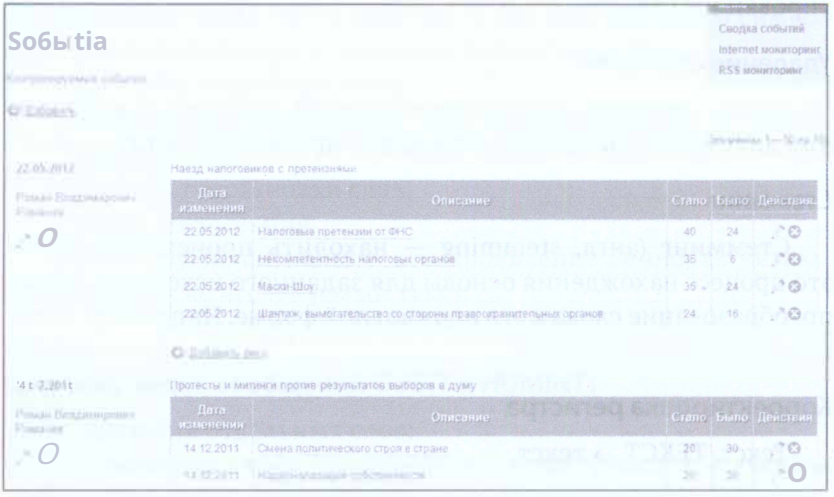
SOLUTIONS FOR HUMI NT

At the moment, more than 3 decades after Russia switched to a market economy, Russian businessmen realized the need for corporate intelligence. Unfortunately, the issues of digitalization of the management of the intelligence service of companies remained at an embryonic level. However, the only direction that has made significant progress in this matter is OSINT and open space monitoring systems for the Internet. There are some successful solutions for analysis and forecasting, but the issues of HUMINT management have not yet been automated by anyone, and, moreover, have not been particularly touched upon in the professional environment.

Riskograph

The event recording function implemented in the "Riskorraf" system allows you to immediately re-evaluate certain risks that may be associated with a given fact. This allows you to see online how the company's threat map is changing

and promptly apply measures to minimize the risk. Thus, all events go through the stage of assessing their impact on the company.



Recording events in the Riskograph system

However, the Riskorf system is intended more for risk management purposes and does not fully cover the needs of corporate intelligence.

Chronicle on WordPress

One day, a customer approached the R-Techno intelligence agency with a request to audit the corporate intelligence system and implement a number of software solutions. Naturally, as is often the case in Russia, the company's management, frankly speaking, was stingy with the money for software packages. But this was no reason to refuse the task. The company regarded this challenge as a test of professional suitability. The team decided to find free software (open-source software). The following software requirements were formulated "on the fly":

1) a server solution that allows you to use it 24/7 from anywhere on Earth and from any device;

2) general authorization on the service. Authorization by access rights (read, write, edit, etc.);

3) The software should allow the creation of text descriptions of events indicating brief characteristics: subject, objects, comments.

Without thinking twice, a solution was found - a BLOG. Yes, it is the platforms that allow you to keep a "corporate HUMINT chronicle", and all entries will be clearly structured by direction, and marked with tags - objects. The most popular solution, which is also very simple and convenient, is WordPress.

Contents of the .htaccess file

AuthType Ba sic AuthName
"Autho riz at i on"
AuthUserFi le / path_to_directory / . htra s swd
Requ i re va lid-user

AuthName "Authorization" - message in the login and password entry window, Cyrillic is not supported, is not displayed at all in Google Chrome.

It is worth checking direct access to the .htaccess and .htpasswd files from the browser, if so, close it:

<F ile sMatch " . (htacce ssl htpa s swd) $ " >
Order Allow , Deny
Deny from all
< / FilesMatch>

Passwords in .htpasswd

The file stores a pair of login and password hash, for example:

admin : $ddfr 1 $TCrF2 kqA$TSMY z iwt . qC krct9yx4vvl inte
ll igence : $dghj tuyurtyj fh3 2 3ffs z cHHGFfhyj bos s : $
sdwehkF4 2 3 gj nmsHUFDSKEWwetg5yudedrethD

The login may contain case-sensitive Latin letters, numbers, dashes (-) and underscores (_).

You can generate a password hash in many online services for webmasters.

Ban on indexing by search engines

Search robots from Yandex, Google and others act as spies that index everything for search results.

openly. Therefore, the second step in protecting information is to prohibit indexing of the site via robots.txt. Otherwise, if you ignore both points, all secrets can be "leaked" into search results without your knowledge.

So:

Create a text file robots.txt. Copy the code there

U ser - agent : *
D isall ow : /

The received file is uploaded to the root of the site using F TP.

Also, for information security purposes, it is worth installing an SSL certificate on the server to enable the HTTP protocol.

Furthermore, WordPress allows you to set content access levels, including message passwords, using built-in tools.

Setting up WordPress

In order to turn WordPress into a convenient and effective HUMINT tool, it needs to be configured correctly. To do this, you need to:

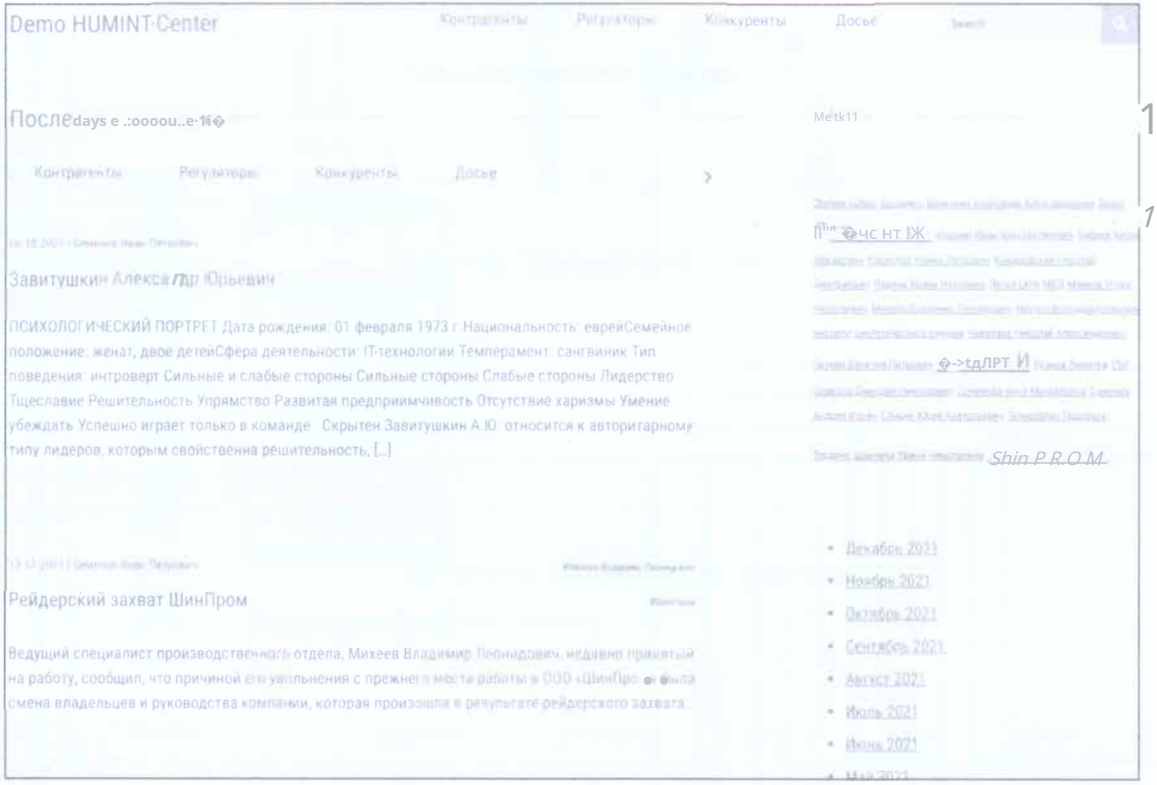
1) choose a suitable topic;
2) set up the theme in such a way that it is as convenient and informative as possible, and at the same time not overloaded with unnecessary elements.

Example of using WP as a HUMINT-Center[20] on the topic "WP Mel iora»:

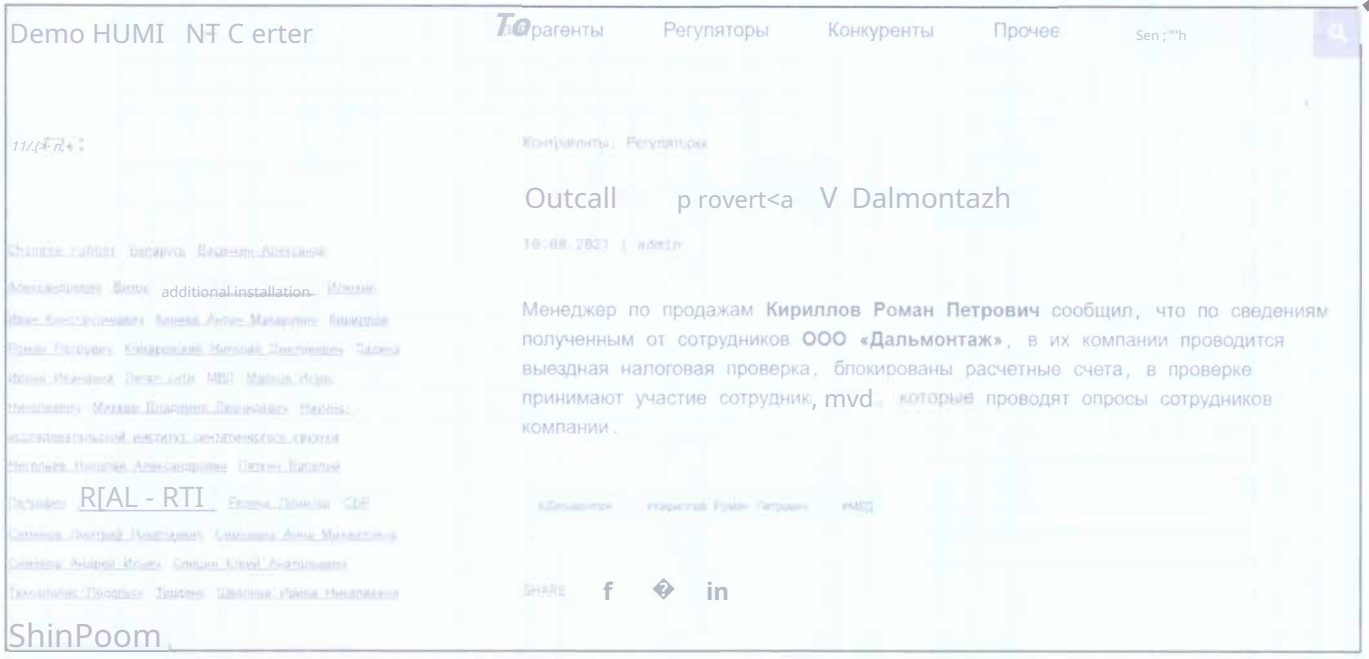
URL: https://humint.r-techno.com/
Login:*r-techno*
Password :*humint*

Unlike modern text analysis tools that can analyze information automatically, in WordPress you have to do everything manually, which is more than compensated for by the ease of use and free software. Such a HUMINT solution for small businesses is very successful.

[20] https://humint. r-techno. com/



Home page of HUMINT-center



Event Description Page

Tags and categories allow you to structure all the information

MediaWiki

MediaWiki is the engine that Wikipedia runs on. It is one of the best knowledge management solutions, as it allows each team member to be an editor of the portal, that is, to supplement existing information, enter new information or edit inaccuracies. Just like with WordPress, when using hosting on the Internet, it is extremely important

think through issues of security, access to the portal, authorization, protection from indexing by search engines, etc.

Just like WordPress, the wiki system lacks analytical tools.

Wikipedia screen on MediaWiki engine

GATE (General Architecture for Text Engineering)

General Architecture for Text Engineering (GATE) is an open source natural language processing system[21], using sets of components in the Java language. The system was initially developed at the University of Sheffield and has been developed since 1995.

GAT E solves problems that require identifying the semantic content of text and encoding it in a structured form by adding annotations to text segments. The system is used for information extraction, manual and automatic semantic annotation, coreference analysis, working with ontologies, machine learning, and analyzing the flow of messages in blogs (e.g., Twitter).

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21 **Program website:https://gate.ac.uk/**

HUMINT case in KFOR[22]

Project details:

- KFOR - an international force led by NATO responsible for ensuring stability in Kosovo;
- participant in the HUMINT project - German Armed Forces (Bundeswehr) 94,498 HUMINT reports);
- 886,000 keys (here one can only guess what was meant; in the author's opinion, these are the points of interconnection of objects);
- the project is classified.

As can be seen from the received screenshots of the working system, KFOR forces created a system for storing and analyzing HUMINT reports, where they identified facts, objects and phenomena to build hidden relationships and obtain knowledge about the controlled territory.

Software product of Provalis Research[23] · Word Stat is a solution for intelligent analysis of text information (Text Mining). The product is paid, has a 14-day free version.

Main tactical and technical characteristics:

- automatic text analysis, more than 25 million words per minute;
- import of Word, Excel, HTML, XML, SPSS, PDF, etc. documents;
- automatic extraction of objects and facts. The company's clients:
- Defense Science and Technology Laboratory (UK);
- European Organization for Nuclear Research;
- Federal Reserve Bank (US) ;
- Joint Warfare Analysis Center;
- Kennedy Space Center;
- ***NATO;***
- Naval Research Laboratory;
- Organization for the Prohibition of Chemical Weapons;
- RAND Corporation;
- Serviciul Roman de Informatii;
- Singapore Ministry of Defense;
- UK Ministry of Defence;
- United Space Alliance;
- UK Royal Air Force;
- U.S. Air Force.

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[22] **DTIC_ADA461587. Dr. Matthias Hecking**

[23] **https://provalisresearch. com/products/content-analysis-software/**